The Importance and Role of Motivation and Its Theories on Human Resources

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Abstract— **Motivation is one of the most important concepts in human resources management. In most organizations, it is common to hear the refrain that a particular employee is not motivated and hence his or her performance has taken a backseat. This is the cause organizations spend great amounts of money in arranging for training sessions and recreational events to motivate the employees. Motivation can be understood as the desire or drive that an individual has to get the work done. For instance, when faced with a job, it is the motivation to accomplish it that determines whether a particular individual would complete and finish the job according to the requirements or not. Moreover, the absence of motivation guides to under performance and loss of competitiveness resulting in loss of productive resources for the organization. It is for this reason that the human resources managers stress on the workers and employees having high levels of motivation to get the job done. In this paper, we tried to explain the most important early and modern motivation theories and their contribution to studying the concept and importance of motivation for human resources. After that, we talked about some types of motivation and some of the basic factors of the designing process motivating work environment ,then we explained two very useful tools to motivate its workforce: a job design incorporating empowerment, and a bounty system that aligns firm performance with worker bounties.**

Index Terms— **motivation , human resources**

I. INTRODUCTION

Motivation is the most important matter for every organization public or a private sector. For the success of any organization motivation play an important function. All organization encounters the matter of motivation whether they are in the public or private sector (Chintallo&Mahadeo, 2013). According to Chaudhary& Sharma (2012) basically motivation word is derived from "Motive". The meaning of "motive" is needs, wants, and the desire of the persons. So that "human resources motivation mean the process in which organization inspiring our worker with the shape of bounties, bonus etc. for achieving the organizational aims .

Nowadays organization can simply adjust their material, needs, goods and services to other organization, or to other countries , but the only one resource that is not easily exchangeable is human resources. So we can say that human resources is the very important or most competitive assets of any organization that cannot be exchangeable. Human resources or human assets mean the workers or the worker of

any organization. So the motivation is main factor that influence the human resources of the organization. The organization should be motivating their workers for the most excellent performance or for achieving the organizational aims. In fact motivation is the good tool for best performance. nowadays there are a lot of discussions about motivation and the relationship of worker's efficiency and the organizational efficiencies. Motivation will guide to the truth that workers or workers of the organization will seriously do his duties and responsibilities (Azar and Shafighi, 2013). Attractive Salaries or pays also a Valuable tool and play an important task to raise worker's performance and also increase the productivity of an organization (Muogdo, 2013). According to (Iqbalet al.,2012), Worker's motivation and their ability collectively participate into worker's performance and in their hard jobs given by the manger are to purpose get maximum productivity. At the present a day's researcher have more concerned with increase productivity, perfection and working ability. worker's needs and wants having more essential in research history.

Motivation is the one of the most essential term of psychology and most of mangers who want maximum output and productivity. They tackle this is with a best way and motivate their worker in batter way. And also raise the cooperation among worker and mangers, it also encourage their responsibilities. And also encourage participation their sub ordinates, to take their responsibilities in batter way and also help to overseas other worker and monitor their performance. And the motivate operation obtain their maximum interaction toward job and knowing worker's working capacity and assign job according to their capacity to get maximum productivity (Ali, et al., 2012). A new way used to keep an eye on worker performance is Performance evaluation. by performance appraisal we can monitor quality of performance of an worker. We monitor performance by using these broader performance management system that links:

1. 1.Organization aim;
2. Day by day performance;
3. Professional development;
4. Bounties and incentives.

In simple words we said that appraisal is the assessment in individual performance in an systematic way, performance can be measured in such factors e.g. job knowledge, quality and quantity of output, leadership abilities, supervision, dependency, cooperation, judgment, versatility and versatility. Performance cannot depend on history performance of worker.

workers play important function in the customer perception about the firm. Firm spend enormous amount of money to

grow customer loyalty but they forget the workers motivation. Customer interact with the workers and also carry out firm picture in their mind through the behavior and attitude. So firm should be move their attention toward the worker motivation. Now the era of globalization companies face competition in the marketplace, if firm could not successfully motivate their worker. Firm didn't exist in competitive environment of business (Ahmad, 2012).

II. Definition of Motivation

We describe **motivation** as the processes that account for an individual 'intensity, direction, and persistence of effort toward attaining an aim . While general motivation is concerned with effort toward any aim, we'll narrow the focus to organizational aims in order to reflect our singular interest in work-related behavior(Robbins & Judge, 2013).

The three key fundamentals in our definition are intensity, direction, and persistence. Intensity describes how hard a person tries. This is the element most of us center on when we talk about motivation , on the other hand, high intensity is unlikely to lead to favorable job-performance results unless the effort is channeled in a direction that benefits the organization , so we think the quality of effort as well as its intensity. Effort directed toward, and consistent with, the organization's aims is the sort of effort we should be seeking. lastly, motivation has a persistence dimension. This measures how long a person can maintain effort (Robbins & Judge, 2013).Seth (2003) indicated that, motivation is an internal process that makes a person move toward a go al. Rockson added that, motivation, like intelligence, can't be directly observed. Rockson (2005) also defined motivation as the inner drive that energizes an individual to do something. He added that, motivation elicits, controls, and sustains an aim -directed behavior. Bright (2000) defined motivation in the context of a business and indicated that, motivation can be said to be about "the will to work". It can come from the enjoyment of the work itself and/or from the wish to get certain aims e.g. earn more money or achieve promotion. It can also come from the sense of satisfaction that we achieve from completing something, or achieving a successful result after a hard project or problem solved. Buchanan (2010) opined that, motivation is a decision-making process, through that the individual chooses the desired results and sets in motion the behavior appropriate to them. Buchanan (2010) also defined motives as learned influences on human behavior that lead us to pursue particular aims because they are valued. Motivation can therefore be thought of as the degree to that an individual needs and chooses to engage in certain behaviors.

III. Theories of Motivation

Motivation is a complex phenomenon. More than a few theories attempt to make clear how motivation works. In management circles, probably the most popular explanations of motivation are based on the needs of the individual (Bright, 2000).

3-1. Early Theories of Motivation
Four theories of worker motivation formulated during the 1950s, although now of questionable validity, are probably still the good known.

3-1-1. Maslow's-Hierarchy of Needs Theory

Maslow's full Name Abraham Maslow. Maslow says that five universal needs motivate a person. He organize them as:

Physiological or Basic needs
According to Anyim (2012) physiological or basic needs are the basic need of a person. It includes as driving force. This is also called felt need. This need causes physiological tension that is shown by any body's behavior. This can be reduced by eating something.
Chintalloo and Mahadeo (2013) also explain physiological needs. According to them physiological needs basically is satisfied the essential need of person Physiological needs or fundamental needs also called biological needs. Maslow supposed when a person fulfills the basic, physiological or biological needs him move up the next level. For example: Food, shelter, clothes, sleeping and breathing etc.

Safety needs
Safety needs is the needs for shelter and protection. In this need human want security, stability and dependency. In this a humans needs freedom from anxiety law and order and structure. This need is also called security needs. For examples the the worker's in a private organization and firm require that the organization or firm have to be provide their work security, health security and promoting safety. And at the moment private organizations also provide the promoting safety and health plan, and emergency fun and accident cover's benefits.

Social needs
These needs are also famous as social needs. It includes love and belongings. generally man's needs love and care. These needs can be fulfill by interaction with coworker and colleagues. For examples the feelings of friendship, feelings of love, caring of family or relative etc. At work, having a best relation with group fellow or colleagues. For promoting the group work and achieving the organizational aim the managers could force the people that they must be works in groups or in a team.

Esteem needs
Esteem needs are also famous as egoistic needs. In this a person needs self-respect and the esteem of other. Person needs or reputation, prestige, status, fame, glory, control and recognition etc.
Esteem needs are hard to satisfy in some industries. In an organization a manager must respectively treat their workers. And the workers must also esteem the policies or the laws of the organizations. The worker's also esteem each other. Example of these needs is the accomplishment and confidence.

Self-actualization needs
This is the maximum of need. A person needs self-realization and self-development and desire to be able to do a lot of things. Morality, acceptance of truths, lack of prejudice, creativity, spontaneity and trouble solving are all examples of self - actualization needs.

Figure 1. Maslow's Hierarchy of Needs
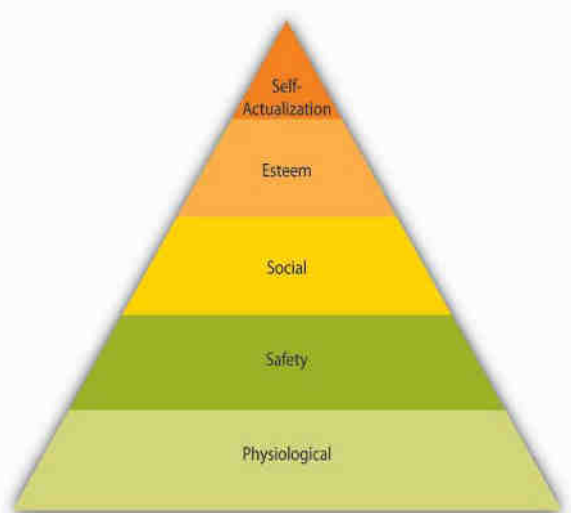
Source: Baure T. & Erdogan B. (2012). An Introduction to Organizational Behavior, v. 1.1, Unnamed Publisher.

3-1-2. Theory X and Theory Y

Douglas McGregor planned two distinct views of human beings: one essentially negative, labeled Theory X, and the other basically positive, labeled Theory Y(Robbins, 2005).

Theory X

Assumes that workers hate work, lack ambition, avoid responsibility, and must be directed and coerced to perform.

Theory Y

believes that workers similar to work, seek responsibility, are capable of making decisions, and exercise self-direction and self-control when committed to an aim .

3-1-3. Herzberg's Two-Factor Theory

This is called motivation hygiene theory. Herzberg says people that having two sets of needs.

- Their these needs to keep away from pain as animal
- Their needs to raise psyche of human. He derived this theory from interviewing a person
- When people think well about work
- When people think negative about a work

There are two factors which is result of this investigation:

1- Satisfiers /Five steps are strong favors as work gratification acquirement, appreciation, restraint and development. Last three issues were found to be most significant for changes in approach.

2- Dissatisfies /Company policy, supervision, wages, administrative policies, and working conditions are reason dissatisfaction. Satisfying factors are also called intrinsic factors and dissatisfying factors are called extrinsic factors. These are two diverse things. The elimination of these dissatisfactory factors brings peace not motivation. Figure below explains the comparison of Satisfiers and Dissatisfies Factors characterizing events on the work that led to extreme work dissatisfaction.

Figure 2. Comparison of Satisfiers and Dissatisfies
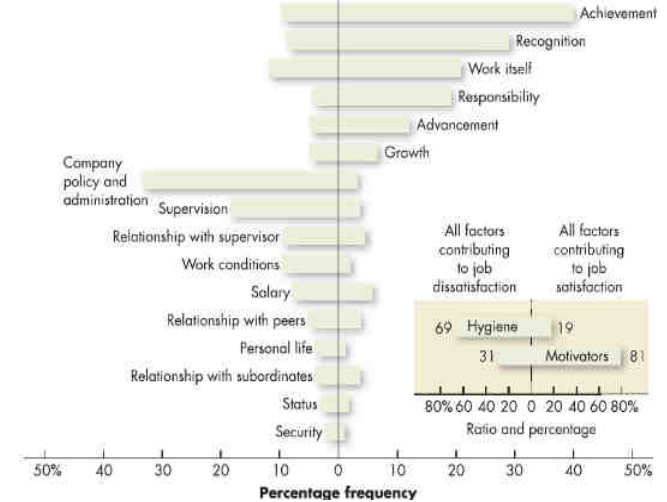
source: Robbins S. P. (2005). Organizational Behavior, 12[th]ed, Prentice Hall Inc.

3-1-4. McClelland's Achievement Inspiration Philosophy:

McClelland established the idea of inspiration on human need for accomplishment. This need to achieve has been abridged as n-ach. McClelland says this need is fulfilled by human to avoid failure and compelling desire for success such person must have following qualities. He puts judiciously tough but attainable aim :

-He takes 'premeditated perils.

- He prefers response on his performance.

- He prefers precise and swift answer on how he is doing.

- He needs talented co-workers in spite of personal feelings. He says that this can be taught to under-developed persons.

According to him there are three needs of human that are very important and compulsory. (a) necessity for attainment; an erudite need to outrival and show in life, (b) necessity for power, an erudite need to guide and adjust the conducts and dogmas of others, (c) need for union, a speculative need for social interaction with others as following figure –

Figure 3. Matching High Achievers and works and jobs
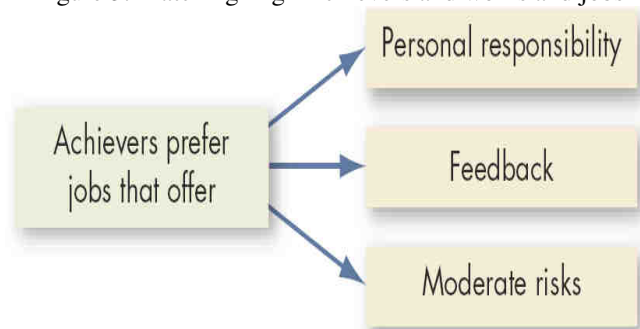
Source : Robbins S. P. (2005). Organizational Behavior, 12[th]ed, Prentice Hall Inc.

3-2. Contemporary and modern Theories of Motivation

Nowadays theories of motivation either have not held up under close examination or have fallen out of favor. In contrast, contemporary and modern theories have one item in common: each has a reasonable level of valid supporting documentation. This doesn't mean they are unquestionably true. We call them "contemporary theories" because they represent the current state of thinking in explaining worker motivation(Robbins & Judge, 2013).

3-2-1. Self-Determination Theory

A theory of motivation which is concerned with the beneficial impacts of intrinsic motivation and the unsafe impacts of extrinsic motivation. Thus, it proposes that people prefer to feel they have control over their actions, so anything that makes a previously enjoyed job feel more like an obligation than a freely chosen activity will undermine motivation. It is also proposes that in addition to being driven by a need for autonomy, people try to find methods to achieve competence and positive connections to others. A new outgrowth of self-determination theory according to (Robbins & Judge, 2013) is **self-concordance ,**which considers how strongly peoples' causes for pursuing aims are consistent with their interests and core values .

A version of self-determination theory which holds that allocating extrinsic bounties for behavior that had been previously essentially bounting tends to decrease the general level of motivation if the bounties are seen as controlling.

3-2-2. Aim-Setting Theory

Aim-Setting Theory (Edwin Locke) The theory that specific and hard aims , with feedback, lead to higher performance. Factors influencing the aims–performance relationship :Aim commitment, adequate self-efficacy, job characteristics, and culture of national (Robbins, 2005).

that says that specific and hard aims , with feedback, guide to higher performance. In the late 1960s, Edwin Locke planned that intentions to work toward an aims are a main source of work motivation. That is, aims tell an worker what needs to be done and how much effort is needed. Evidence strongly proposes that specific aims raise performance; that hard aims, when accepted, result in higher performance than do easy aims; and that feedback leads to higher performance than does non-feedback. In addition to feedback, three other factors influence the aims– performance relationship: aim commitment, task characteristics, and national culture. If factors such as acceptance of the aims are held constant, the more hard the aim, the higher the level of performance. Of course, it's logical to assume easier aims are more likely to be accepted. But once a hard job is accepted, we can expect the worker to exert a high level of effort to try to achieve it. But why are people motivated by hard aims? **First**, challenging aims get our attention and thus tend to help us focus. **Second,** hard aims energize us because we have to work harder to attain them. Do you study as hard for an easy exam as you do for a hard one? Probably not. **Third**, when aims are hard, people persist in trying to achieve them. **Finally,** hard aims lead us to discover strategies that help us perform the job or task more effectively(Robbins & Judge, 2013).

3-2-3. Self-efficacy

Self-efficacy (also known as social cognitive theory or social learning theory) refers to an individual's confidence that he or she is capable of performing a job. Self-efficacy can create a positive spiral in which those with high efficacy become more engaged in their tasks and then, in turn, raise performance, which increases efficacy further. The researcher who developed self-efficacy theory, Albert Bandura, proposes four methods self-efficacy can be increased: enactive mastery —that is, gaining relevant experience with the task or job. If you've been able to do the job successfully in the past, you're more confident you'll be able to do it in the future(Robbins & Judge, 2013).

Vicarious modeling : is most effective when you see yourself as similar to the man you are observing.

Verbal Persuasion: is becoming more confident because someone convinces you that you have the skills obligatory to be successful.

Arousal: leads to an energized state, so the person finds "psyched up" and performs better. But if the job wants a steady, lower-key perspective (say, carefully editing a manuscript), arousal might in fact hurt performance.

3-2-4. Equity Theory

Individuals compare their career inputs and results with those of others and then respond to eliminate any inequities. There are four referent comparisons (Robbins, 2005):

1. Self–inside. An worker's experiences in a various position inside the worker's current organization.
2. Self–outside. An worker's experiences in a situation or position outside the worker's current organization.
3. Other–inside. Another individual or group of individuals inside the worker's organization
4. Other–outside. Another individual or group of individuals outside the worker's organization

workers with short tenure in their current organizations tend to have little information about others inside the organization, so they depend on their personal experiences. Workers or workers with long tenure rely more greatly on co-workers for comparison. Upper-level workers, those in the professional ranks, and those with higher amounts of education tend to have good information about people in other organizations and will make more other–external comparisons. Based on equity theory, workers who perceive inequity will make one of six selects (Robbins & Judge, 2013):

1. Change inputs (exert less effort if underpaid or more if overpaid).
2. Change results (individuals paid on a piece-rate basis be able to raise their pay by producing a higher quantity of units of lower quality).
3. Distort observations of self ("I used to think I did at a moderate pace, but at the moment I realize I work a lot harder than everyone else.").
4. Distort discernments of others ("Mike's job isn't as desirable as I thought.").
5. Select a various referent ("I might not make as much as my brother-in-law, but I'm doing many better than my Dad did when he was my age.").
6. Go away the field (quit the job).

Figure 4. Equity Theory

Ratio Comparisons*	Perception
$O/I_A < O/I_B$	Inequity due to being underrewarded
$O/I_A = O/I_B$	Equity
$O/I_A > O/I_B$	Inequity due to being overrewarded

*Where O/I_A represents the employee; and O/I_B represents relevant others.

source: Robbins S. P. (2005). Organizational Behavior , 12[th]ed, Prentice Hall Inc.

3-2-5. Organizational Justice

organizational justice an overall perception of what is fair in the workplace, composed of distributive, procedural, and interactional justice. Beyond observations of fairness, the other key element of organizational justice is the view that justice is multidimensional. How much we catch paid relation to what we imagine we should be paid (**distributive justice**) is clearly important. But, according to researchers, how we get paid is just as important. Therefore, the model and form of organizational justice in figure.4 contains **procedural justice** —the perceived fairness of the process used to determine the distribution of bounties. Two key elements of procedural justice are process organize and explanations. Process control is the opportunity to present your point of view about desired results to decision makers. Clarifications are obvious causes administration gives for the result. **Interactional justice** explains an individual's perception of the point to which she is treated with dignity, concern, and respect. When people are treated in an unjust method (at least in their own eyes), they retaliate (for example, badmouthing a supervisor). Of these three forms of justice, distributive justice is most strongly related to organizational promise and satisfaction with results such as pay. Procedural justice relates most strongly to job satisfaction, worker trust, withdrawal from the organization ,task performance, and citizenship behaviors. There is less evidence about interactional justice(Robbins & Judge, 2013).

Figure 5. Dimensions of Organizational Justice

Source: Baure T. & Erdogan B. (2012). An Introduction to Organizational Behavior, v. 1.1, Unnamed Publisher.

3-2-6. Expectancy Theory

The strength of a tendency to act in a certain way rely on the strength of an expectation that the act will be followed by a given result and on the attractiveness of that result to the individual. The theory, therefore, focuses on three relationships (Robbins, 2005):

1. Effort–performance relationship. The probability observed by the individual that exerting a given amount of effort will guide to performance.
2. Performance–bounty relationship. The degree to which the individual believes performing at a particular level will lead to the attainment of a desired result.
3. Bounties–personal aims relationship. The degree to which organizational bounties satisfy an individual's personal aims or needs and the attractiveness of those potential bounties for the individual.

Figure 6. Expectancy Theory

source: Robbins S. P. (2005). Organizational Behavior, 12[th]ed, Prentice Hall Inc.

IV. TYPES OF MOTIVATION

Booth (2004) indicated that, motivation is the force that compels us to action. It drives us to work hard and pushes us to succeed. Booth (2004) added that, motivation influences our behavior and our ability to achieve aims. Curvin (2004) opined that, motivation is directly proportional to productivity. He added that, unless workers are highly disciplined they won't be productive if they were not motivated. Curvin (2004) continued that, there are many various forms of motivation and each one influences behavior in its own unique way. Curvin explained further that, no single type of motivation works for everyone and that, people's personalities vary and so accordingly does the sort of motivation, that is most effective at inspiring their conduct. The following are some of the types of motivation:

4-1. Achievement

This is the motivation of a person to achieve aims (Bouma, 2003). The longing for achievement is inherent in every one , but not all people look to achievement as their motivation. They are motivated by a aim. In order to achieve that aim, they are willing to go as far as possible (Bouma, 2003). The complexity of the aim is determined by a person's perception. To us, the terms "simple" and "complex" are purely relative. What one person thinks is an easy aim to accomplish might seem to be impossible to another person. On the other hand, if your motivation is achievement, you will find that your aims will grow increasingly complex as time goes by (Bouma, 2003).

4-2. Socialization

Carr (2005) indicated that, a lot of people consider socialization to be their major motivation for actions. This is especially evident in the situation of peer pressure. A lot of people are willing to do anything to be treated as an equal within a group structure. The idea of being accepted between a group of people is their motivation for doing certain things (Carr, 2005).

4-3. Incentive Motivation

This motivation involves bounties (Carsely, 2000). Workers who believe that they will receive bounties for doing something are motivated to do everything they can to reach a certain aim (Carsely, 2000). While achievement motivation is focused on the aim itself, incentive motivation is driven by the fact that the aim will give people benefits. Incentive motivation is used in companies through bonuses and other sorts of compensation for additional work (Carsely, 2000).

4-4. Leadership Opportunities

Riel (2010) indicated that, if organizations cannot offer raises to top-performing workers, they can still give them compensation in the form of leadership opportunities. Riel added that, promoting good workers to positions of higher authority can inspire them to continue their excellent work. Riel (2010) stated again that, this could help retain great workers by presenting them with new challenges. Those who get bored in their current positions might soon look elsewhere for more dynamic work opportunities (Riel, 2010).

4-5.Recognition

Babbie (2004) highlighted that, recognition of a work well-done is a great way to inspire workers. Recognition costs managers nothing and, to workers that feel under-appreciated, can mean everything. Babbie (2004) added that, praise doesn't want to be lavish or excessive, but one should keep track of worker achievement and publicly recognize it.

4-6. Properly assigned tasks

Babbie (2004) commented that, if the human resources division did a poor job in assigning the right person to the right place then workers might drop motivation. He added that, after all someone who is over qualified for a job or who feels that he deserves better than his current position will not be motivated to work.

4-7. Worker Appraisals

Smith (2010) on his part indicated that, worker appraisal is very important, it anchors the bounty the worker gets to his best performance and so it motivates him or her to do his or her best. Smith (2010) added that, appraisal should be done according to the worker's needs and not according to the firm policy.

4-8. Meeting Workers Expectations

Baker (2005) stated that, if the worker did something best and expected something in return and then got less than what he expected he might lose motivation. He added that, organizations should make sure to assess the expectations of their workers in order to satisfy them.

V. MOTIVATIONAL FACTORS

There are number of motivational factors that increase the presentation of worker's in an association.

Salaries and wages - If the association administration paid the cause able remunerations in time and fixing the salaries then enactment of the workers habitually increase. Otherwise not well. Because salaries and wages are the major and very important motivational aspect that influence the workers performance in the organization (Agwu, 2012).

Bonus -Association administration can easily raise the work performance of the workforces with the help of additional benefit. We can say that additional benefit is the above salary gives the worker's according to their performance. Bonus is an important tool for growing the productivity (Agwu, 2013).

Encouragements -Encouragements mean additional allowances like medical allowance, travel allowance and house allowances etc. firm can increase the worker's performance by providing this encouragement.

Job Security -Organization increases the worker's performance or productivity by providing task security.

Promotion -Organization increases the worker productivity by promoting them.

6- Designing a Motivating Work Environment

Nucor seems to have found two very useful tools to motivate its workforce: a job design incorporating empowerment, and a bounty system that aligns firm performance with worker bounties.

6-1. Motivating by Job Design: The Job Characteristics Model

Research in job design suggests the way the elements in a job are organized can increase or decrease effort and also suggests what those elements are. We'll first review the job characteristics model and then discuss some ways jobs can be redesigned. At last, we'll explore alternative work arrangements (Baure&Erdogan, 2012).

Skill variety- refers to the extent to which the job requires a person to utilize multiple high-level skills. A car wash worker whose job consists of directing consumers into the automated car wash demonstrates low levels of skill variety, whereas a car wash worker who acts as a cashier, maintains carwash equipment, and manages the inventory of chemicals demonstrates high skill variety.

Task identity- refers to the degree to which a person is in charge of completing an identifiable piece of work from start to end. A Web designer who designs parts of a Web site will have low task identity, because the work blends in with other Web designers' work; in the end it will be hard for any one person to claim responsibility for the final output. The Web master who designs an entire Web site will have high task identity.

Task significance- refers to whether a person's job substantially affects other people work, health, or well-being. A janitor who cleans the floors at an offices building might find the job low in significance, thinking it is not a very important job. However, janitors cleaning the floors at a hospital might see their role as essential in helping patients get better. When they feel that their tasks are significant, workers tend to feel that they are making an influence on their environments, and their feelings of self-worth are boosted. Grant, A. M. (2008). The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions.

Autonomy- is the degree to which a person has the freedom to decide how to perform his or her tasks. As an example, an instructor who is required to follow a predetermined textbook, covering a given list of topics using a specified list of classroom activities, has low autonomy. On the other hand, an instructor who is free to select the textbook, design the course content, and use any relevant materials when delivering lectures has higher levels of autonomy. Autonomy raises motivation at work, but it also has other benefits. Giving workers autonomy at work is a key to individual as well as firm success, because autonomous workers are free to select how to do their jobs and therefore can be more effective.

Figure 7. presents the job characteristics model (JCM). Note how the first three dimensions—skill variety, task identity, and task significance—combine to create meaningful work the incumbent will view as important, valuable, and worthwhile. Note, too, that jobs with high autonomy give incumbents a feeling of personal responsibility for the results and that, if a job provides feedback, workers will know how effectively they are performing. We can combine the core

dimensions into a single predictive index, called **the motivating potential score (MPS)** is a predictive index that suggests the motivating potential in a job. To be high on motivating potential, jobs must be high on at least one of the three factors that guide to experienced meaningfulness and high on both autonomy and feedback. If jobs score high on motivating potential, the model predicts motivation, performance, and satisfaction will develop, and absence and turnover will be reduced.

Feedback- refers to the degree to which people learn how effective they are being at work. Feedback at work might come from other people, such as supervisors, peers, subordinates, and customers, or it might come from the job itself. A sales person who gives presentations to potential clients but is not informed of the clients' decisions, has low feedback at work. If this person receives notification that a sale was made based on the presentation, feedback will be high.

Figure 7.The job characteristics model
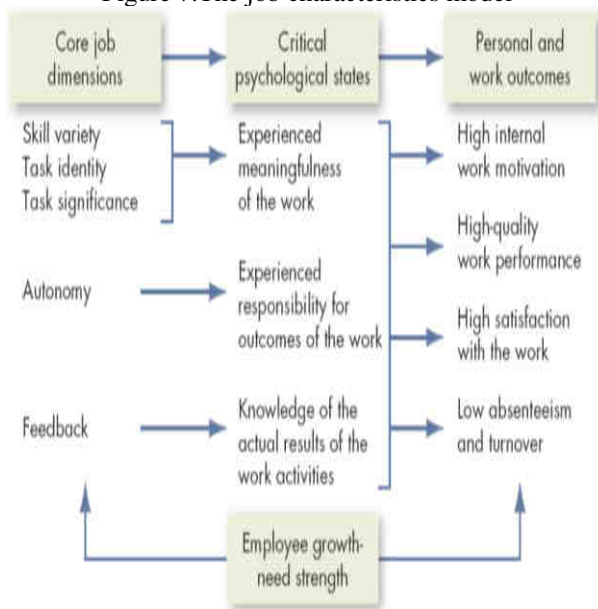
source: Robbins S. P. (2005). Organizational Behavior, 12ed, Prentice Hall Inc

6-2. Alternative Work Arrangements

Another approach to motivation is to alter work arrangements with flextime, job sharing, or telecommuting(Robbins & Judge, 2013).

Flex time- Flexible work hours. Its benefits include reduced absenteeism, increased productivity, reduced overtime expenses, reduced hostility toward administration, reduced traffic congestion around work sites, elimination of tardiness, and increased autonomy and responsibility for workers—any of which might increase worker job satisfaction, and it can also help workers balance work and family lives, it is a popular criterion for judging how "family friendly" a workplace is. Flextime's major drawback is that it's not applicable to every job or every worker. It is not a viable option for receptionists, sales personnel in retail stores, or people whose service jobs require them to be at their workstations at predetermined times.

job sharing- An arrangement that allows three or more individuals to split a traditional 40-hour-a-week job. Job sharing allows an organization to draw on the abilities of more than one individual in a given job. From the worker's perspective, main drawback is finding compatible pairs of workers who can successfully coordinate the intricacies of one job.

telecommuting - Working from home at least two days a week on a computer that is linked to the employer's office. And it refers to working at home at least 2 days a week on a computer linked to the employer's office. There are three categories: routine information-handling tasks, mobile activities, and professional and other knowledge-related tasks. From the worker's standpoint, telecommuting can offer a considerable increase in flexibility and job satisfaction—but not without costs. For workers with a high social need, telecommuting can increase feelings of isolation and reduce job satisfaction. And all telecommuters are vulnerable to the "out of sight, out of mind" effect. Workers who aren't at their desks, who miss meetings, and who don't share in day-to-day informal workplace interactions might be at a disadvantage when it comes to raises and promotions.

6-3. Worker Involvement

Worker involvement is a participative process that uses workers' input to increase their commitment to the organization's success. The logic is that if we engage workers in decisions that influence them and raise their autonomy and control over their work lives, they will become more motivated, more committed to the organization, more productive, and more satisfied with their jobs(Robbins & Judge, 2013).

Examples of Worker Involvement Programs- There are two forms of worker involvement—participative management and representative participation.

participative management- A process in which subordinates share a significant degree of decision-making power with their immediate superiors.

representative participation- A system in which workers participate in organizational decision making through a small group of representative workers.

6-4. Linking Worker Involvement Programs and Motivation Theories

Worker involvement draws on a number of the motivation theories. The theory of (Y) is consistent with participative management and Theory (X) with the more traditional autocratic mode of managing people. In terms of two-factor theory, worker involvement programs could provide intrinsic motivation by increasing opportunities for growth, responsibility, and involvement in the work itself. The opportunity to make and implement decisions—and then see them work out—can help satisfy an worker's needs for responsibility, achievement, recognition, growth, and enhanced self-esteem. And extensive worker involvement programs clearly have the potential to increase worker intrinsic motivation in work tasks(Robbins & Judge, 2013).

6-5. Using Bounties to Motivate Workers

There are a lot of ways to pay workers. The process of initially setting pay level sent ails balancing internal equity—the worth of the job to the organization (usually established through a technical process called job evaluation)—and external equity —the external competitiveness of an organization's pay relative to pay elsewhere in its industry (generally established through pay surveys). Obviously, the good pay system pays what the job is worth (internal equity) while also paying competitively relative to the labor market

.Some organizations prefer to pay above the market, while some might lag the market because they can't afford to pay market rates, or they are willing to bear the costs of paying below market (namely, higher turnover as people are lured to better-paying jobs). Pay more, and you might get better-qualified, more highly motivated workers who will stay with the organization longer. But pay is often the highest single operating cost for an organization, which means paying too much can make the organization's products or services too expensive. It's a strategic decision an organization must make, with clear trade-offs(Robbins & Judge, 2013).

6-6. Bounty Individual Workers Through Variable-Pay Programs could

A number of organizations are moving away from paying solely on credentials or length of service. Piece-rate plans, merit-based pay, bonuses, profit sharing, gain sharing, and worker stock ownership plans are all forms of -**a variable-pay program;** A pay plan that bases a portion of an worker's pay on some individual and/or organizational measure of performance. There are the various kinds of variable-pay programs(Robbins & Judge, 2013):

piece-rate pay plan- A pay plan in which workers are paid a fixed sum for each unit of production completed.

merit-based pay plan- A pay plan based on performance appraisal ratings.

Bonus - A pay plan that bounties workers for recent performance rather than historical performance.

skill-based pay- A pay plan that sets pay levels on the basis of how many skills workers have or how many jobs they can do.

profit-sharing plan- An organization wide program that distributes compensation based on some established formula designed around a firm's profitability.

Gain sharing- A formula-based group incentive plan.

CONCLUSION

In this paper I have reviewed the basic motivation theories that have been developed to explain motivated behavior. Deferent theories view motivated behaviors attempts to satisfy needs. Based on this approach, managers would benefit from understanding what people need so that the actions of workers can be understood and managed. Other theories explain motivated behavior using the cognitive processes of workers. Workers respond to unfairness in their environment, they learn from the consequences of their actions and repeat the behaviors that lead to positive results, and they are motivated to exert effort if they see their actions will guide to results that would get them desired bounties. no one of these theories are finish on their own, but each theory provides us with a frame work we can use to analyze, interpret, and manage worker behaviors in the workplace. Also designing tasks to raise their motivating potential, empowering workers, setting aims, evaluating performance using performance appraisals, and tying worker pay to individual, group, or organizational performance using encouragement systems are processes through which motivation theories are put into action.

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