

THE ROLE OF HUMAN RESOURCE MANAGEMENT IN EMPLOYEE MOTIVATION AND PERFORMANCE-AN OVERVIEW

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Abstract: This paper discusses the link between motivation and performance, and established what makes motivation to have a central role in getting high performances from employees in organizations. It was revealed from the review that there are several motivational theories used by employers at different situations when they want their employees to highly perform. As motivation is to influence employees to perform, hence; performance is the evaluation with respect to acknowledged tasks, objectives, goal line and rational anticipations linked with a role, occupation in an organization. This paper has looked at some of these theories that have been proven and accepted by the general public. They comprise Maslow's hierarchy of needs, McGregor's theories x and y, McClelland's theory of learned needs, Alderfer's ERG theory, Herzberg's two-factor theory, Vroom's expectancy theory and different types of motivation, such as intrinsic and extrinsic. It is evident from the literature reviewed that all theories were established on some experimentations or observations, as a result they are just written ends about a tested situation. Though circumstances can be comparable, they will perhaps by no means be the same. Also, studies have showed that highly motivated employees that are productive and innovative can lead the organization to success through the achievement of its desired results.

Keyword: human resource management, motivation, performance, job performance, performance appraisal, organization, reward, commitment.

1.0 Introduction

In the commencement of 1960, John Kenneth Galbraith was demonstrating the importance of human resources paralleled to the technical resources: "Should machines represent the decisive aspect, the social arrangements that help us develop our infrastructure and the equipment are those of prime importance. It is based on Galbraith phenomenon that makes motivation to have a pivotal role in getting 'high performances' from employees in organizations. However, in order to achieve 'high performance' in firms; managers should have the capability to produce a helpful organizational environment that could enable employees to work. As motivating people is about making them to change to the course you want them to go so as to get result. Nevertheless, employees can only display 'high performance' if they are soundly inspired and eager to workout optional effort. Moreover, study had shown that a business continuing achievement center on to a great degree on taking exceptionally 'motivated employees' who are industrious and resourceful. Therefore, it is essential to comprehend the connection 'between motivation and performance' and; establish whatever will motivate your employees. It is likewise important to know how you manage 'employees' performance and how you reward them, 'not just in terms of salary but, for example, through recognition and other incentives'. Highly-motivated employees are probably to go that further mile to satisfy you. They further stated that a highly motivated person will work hard toward attaining performance goals. Through satisfactory skill and understanding of the job, as well as the right to use the necessary resources, which will make the person to be highly productive. They additionally pointed out that to be real motivators, is obligatory to managers to know what behavior employees need to display to earn motivation. Even though productive people seem to do apparently boundless number of things, therefore, most of the important activities can be grouped into five general categories on how Managers must motivate people. Such as to (1) join the organization, (2) remain in the organization, and (3) come to work regularly. On these points, you should reject the common recent notion that

loyalty is dead and accept the challenge of creating an environment that will attract and energize people so that they commit to (4) performance- that is, once employees are at work, they should work hard to achieve high output and high quality. Lastly, managers want employees to (5) exhibit good citizenship. Good citizens of the organization are committed, satisfied employees who perform above doing extra things that can help the company. As motivation is to influence employees to perform, hence; performance is the evaluation with respect to acknowledged tasks, objectives, goal line and rational anticipations linked with a role, occupation in an industry/organization. Any action or process that can be associated to performing a task or function can be classified as performance. As a result, work performance is just how fine an individual completes a job, role, task or responsibility.

2.0 Literature Review

Motivational Theories Several diverse theories have existed that attempted and supported to explain the concept of motivation. More so, researchers have been learning the theme of motivation for many years and have made marvelous advancement for expounding motivation that can be construed in the workplace. This paper is going to look at some of these theories that have been proven and accepted by the general public. They comprise Maslow's hierarchy of needs, McGregor's theories x and y, McClelland's theory of learned needs, Alderfer's ERG theory, Herzberg's two-factor theory, Vroom's expectancy theory and different types of motivation, such as intrinsic and extrinsic. More so, many scientific researchers have learned that motivational theories vary amongst themselves according to how they describe behavior over motivation content or through strong-minded psychological processes. Most of these theories can be separated into three basic types: content/needs theories, process/cognitive theories and strengthening/reinforcement theories. Even though additional legal clarifications have been advanced, these initial theories are essential as they embody the basis from which current motivation theories were established and since several practicing managers still use these theories.

Maslow's Theory

Abraham Maslow was a clinical psychologist; he introduced a theory of personal adjustment, known as need hierarchy theory, based on the premise that if people grow up in an environment in which their needs are not met, they would be unlikely to function as healthy, well-adjusted individuals. He suggested a hierarchy of needs, which are activated in a hierarchical manner. This means that the needs are aroused in a specific order from lowest to highest, and that the lowest-order need must be fulfilled before the next highest-order need is triggered, and so on. Once individuals have satisfied one need in the hierarchy, it ceases to motivate their behaviors and they are motivated by the need at the next level up the hierarchy.

1. Physiological needs: Such as food (hunger), thirst, Warmth; shelter may be mainly satisfied at work by salary/wages and are the first level on the hierarchy. Physiological needs are the lowest order, most basic needs specified by Maslow.

2. Safety/Security needs: Such, as shelter and protection are the next level. Safety need the second level of need in Maslow's hierarchy are activated after physiological, needs are met. Security needs like safe conditions or secure environment free from threats of physical or psychological harm; job security may be mainly satisfied at work by good working conditions and benefits. Organizations can do many things to help satisfy safety needs.

3. Social needs: Such as need for satisfactory and supportive relationships are the next levels. Maslow's third level of need, are activated after safety needs have been met Social needs like belongingness and acceptance and appreciation may be mainly satisfied at work by harmonious teams.

4. Esteem needs: Like need for Status/power may be mainly satisfied at work at promotion and respect for position expertise from these needs, the individual can move up the hierarchy to higher orders needs. Self-esteem needs for recognition and a belief in oneself is the next level. These refer to a person's need to develop self-respect and to gain the approval of others.

5. Self-actualization needs: Like need for self-fulfillment (the desire to become all that one is capable of being, developing to one's fullest potential) may be mainly satisfied at work by challenging work, which realizes an

individual’s potential. Self-actualization is found at the top of Maslow’s hierarchy. Taken together as a group, physiological needs, safety needs, and social needs are known, as deficiency needs. In contrast, the next two highest-order needs, the ones at the top of the hierarchy, are known, as growth needs. When they have satisfied their subsistence needs, they strive to fulfill security needs. When jobs are secure they will seek ways of satisfying social needs and if successful will seek the means to the ultimate end of self-actualization.

Alderfer’s Theory

Alderfer approach, known as ERG Theory is simple than Maslow’s theory. Alderfer (1972) suggests that individual needs can be divided into three groups and these are not necessarily activated in any specific order.

- 1) **Existence needs**, which include nutritional and material requirements (at work this would include pay and conditions.)
- 2) **Relatedness needs**, which are met through relationships with family and friends and at work with colleagues.
- 3) **Growth needs**, which reflect a desire for personal psychological developments.

The Maslow and Alderfer’s theory of needs are termed, as need theories. Alderfer argued that it was better to think in terms of a continuum rather than a hierarchy; from concrete existence needs to least concrete growth needs and argued that you could move along this in either direction. Maslow argued that when satisfied a need becomes less important to an individual, but Alderfer argues that relatedness or growth needs become more important when satisfied. This means that team working arrangements can continue to motivate employees and are not necessarily superseded by growth needs.

Herzberg’s Two-Factor Theory

In the late 1950s, Frederick Herzberg distinct between motivators and hygiene factors referred to as the two-factor theory, of job performance. According to Herzberg’s two factor theory, job performance is caused by a set of factors referred to as motivators, while job dissatisfaction is caused by a different set of factors, known as hygiene factors, Hygiene topics include company policies, supervision, salary, interpersonal relations and working conditions. They are issues related to the employee’s environment. Motivators, such as recognition and achievement, make workers more productive, creative and committed. Motivators, on the other hand create satisfaction by fulfilling individuals’ needs for meaning and personal growth²⁴. Although hygiene issues are not the source of satisfaction, they must be dealt first to create an environment, which brings employee satisfaction and motivation. On the other hand, job-facets such as achievement, recognition, work itself, responsibility and advancement are satisfiers. It is only these factors, which lead to satisfaction. It would seem from this formulation of two-factor theory that a person can be both satisfied as well as dissatisfied at the same time. Once the hygiene areas are addressed, the motivators will promote job satisfaction and encourage production.

Hygiene Factors	Motivators
Company and Administrative Policies Supervision Salary Interpersonal Relations Working Conditions	Achievement Recognition Work itself Responsibility Advancement

Mumford’s Theory

Mumford (1976) argues that workers have:

- 1. **Knowledge needs**, work that utilizes their knowledge and skills.

2. **Psychological needs**, such as recognition, responsibility, status and advancement.
3. **Task needs**, which include the need for meaningful work and some degree of autonomy.
4. **Moral needs**, to be treated in the way that employer would themselves wish to be treated. Mumford's assumption was that employees did not simply see their job as a means to an end but had needs, which related to the nature of their work.

Valence, Instrumentality and Expectancy Theory

Valence, instrumentality and expectancy (VIE) theory had resulted from Vroom's (1964) work into motivation. His argument was that, crucial to motivation at work was the perception of a link between effort and reward. Perceiving this link could be thought of as a process in which individuals calculated first whether there was a connection between effort and reward and then the probability (valences) would follow from high performance (instrumentality). The motivational force of a job can therefore be calculated if the expectancy, instrumentality and valence values are known. The individual's abilities, traits, role perceptions and opportunities attenuated the motivational force²⁵. In essence, the theory asserts that people are motivated to work when they expect that they will be able to achieve the things they want from their jobs. Expectancy theory characterizes people as rational beings who think about what they have to do to be rewarded and how much the reward means to them before they perform their jobs.

Expectancy theory recognizes that motivation is one of several important determinants of job performance. In particular, the theory assumes that skills and abilities also contribute to a person's job performance. It's no secret that some people are better suited to performing their jobs than others by virtue of their unique characteristics and special skills and abilities. Expectancy theory also recognizes that job performance will be influenced by people's role perception-in other words, what they believe is expected of them on the job.

Variance Theory

Variance theory is based on a simple subjective idea: if you want from your work then you are satisfied to the extent that it provides you with. The major problem with this theory is defining what people want from their work.

Hackman and Oldham Model

The job characteristic model suggests the causes of job performance are objective characteristics. They suggested that jobs differ in the extent to which they involve five core dimensions:

Skills Variety is the extent to which a job requires a number of different activities using several of the employee's skills and talents.

Task Identity is the extent to which a job requires completing a whole piece of work from beginning to end.

Task Significance is the degree of impact the job is felt to have on others.

Autonomy is the extent to which employees have the freedom and discretion to plan, schedule, and carry out their jobs as desired.

Feedback is the extent to which the job allows people to have information about the effectiveness of their performance.

Locke and Latham's Goal-Setting Theory

Just as people are motivated to satisfy their needs on the job, they are also motivated to strive for and attain goals. In fact, the process of setting goals is one of the most important motivational forces operating on people in organizations. The basic idea behind Locke and Latham's theory is that a goal serves, as a motivator because it compares their present capacity to perform that requires succeeding at the goal. Goals also help improve performance because they provide information about how well one is performing a task.

In other words, they will be accepted as one's own. Indeed, Klein has shown that people will become more committed to a goal to the extent that they desire to attain that goal and believe they have a reasonable chance of doing so. Self-efficacy and personal goals influence task performance. This makes sense in so far as people are willing to exert greater effort when they believe their efforts will be in vain. Moreover, goals that are not personally accepted will have little capacity to guide behavior. In fact, research has shown that the more strongly people are committed to meeting goals the better they will perform.

Social Influence Theory

Salancik and Pfeffer (1977) suggested that perhaps people decide how satisfied they are within in their job not by processing all kinds of information about it but by observing others on similar jobs and making inferences about other's satisfaction. Weissenberg suggest that an individual simply infers a level of his own satisfaction from observing others. White and Mitchell (1979) also showed that people indeed are influenced by their perceptions of others satisfaction. Social influence theory of job satisfaction is interesting because it recognizes the social nature of work and suggests a way of determining job satisfaction that has been ignored in the past.

Miscellaneous

Although feedback can have considerable impact on both motivation and learning, implementing feedback systems can have wider implications affecting the relationship between employees and managers by disrupting existing authority structures. Guirdham suggests for feedback to be effective it needs to be

1. Generally positive reward is more effective than punishment.
2. Well timed as soon as possible.
3. Control the feedback.
4. Specific feedback and not general.
5. Publicly observed and not based on revelations or secrets.
6. Sensitive – don't trigger the individual defense mechanisms.

On the basis of the above-mentioned theories it can be summed up that the centrality of the work in modern economies has made an understanding of the psychology of motivation and job satisfaction a key component of business and management education syllabuses. It now suffers to some extent from being taught as if it were true rather than as a set of sophisticated and problematic speculations about the nature of human motivations.

Research Methodology

The author deed an armchair research in organizing this paper. The armchair research method was carried out to review the obtainable literature of this work. The study is exclusively based on secondary data. Secondary data has been collected from several sources including Relevant books, journals and websites.

3.0 Discussion

Since the emergence of globalization the need to motivate employees has become prominent in management agendas. Managers nowadays are face with the challenge of getting 'highly performing' employees in order to meet organizational goals. It is no doubt that Organizations are motivating their employees to get them to do what they want them to do in order to gain competitive advantage over their competitors in the market. Studies have showed that highly motivated employees that are productive and creative/innovative can lead the organization to success through the achievement of its desired results. Therefore, organization continued success will be largely dependent on its 'motivated employees'. As motivation is the self-directed behavior of a person to do what will get him the desired result (felt need). Thus, a highly motivated individual can always work assiduously to meet his/her performance objectives set by the company. And can sometimes go the extra – mile to surpass his/her target. For

that reason, HR managers should endeavor to provide the enabling environment that will allow employees to make use of their expertise. This practice might influence employees to perform well and thereby minimize cost and maximize profit. Since managing performance is a way of investigating what type of skills, attitude and knowledge that employee needs to achieve the company goals. For a greater understanding of motivation and performance many theories have forwarded to explain the concept of motivation and performance management such as: Maslow's hierarchy of needs which, discovered five elementary level of human needs and placed them in a chain of command such as Physiological needs, Safety needs, Social needs, Esteem needs and Self-actualization needs. This theory explains how people are motivated from the lower needs to the upper needs. Therefore, a satisfaction of one need leads to the motive to satisfy another need and so on. This process Maslow term as the 'satisfaction progression processes'. However, Maslow theory was unable to foretell employee needs and did not focus his theory on monetary desire. Nevertheless, Alderfer's ERG theory, tries to address the problem of moving from one satisfier to another. For Alderfer when the upper need is not satisfied (although the individual may be frustrated which, Alderfer referred to as 'the frustration regression processes') the person can recind to the lower need and continues to enjoy the previous motivation. That is why he grouped his human needs into three broad categories such as: existence, relatedness, and growth in order to cover the difficulties of Maslow needs hierarchy. However, Herzberg's motivator hygiene theory is the opposite of Maslow and Alderfer theories that state that self-actualization or growth is the main basis of motivation in the job. For Herzberg it is not true because; satisfying one need does not mean that there is no dissatisfiers on that need. For instance, the improvement on the hygiene factors may reduce dissatisfaction but, not increases satisfaction. The two-factor model of satisfiers and dissatisfiers was established by Herzberg *et al* (1957). The model emanating from a study piloted to be acquainted with the bases of job satisfaction and dissatisfaction of accountants and engineers. It is expected that people can express satisfaction or dissatisfaction on a job depending on the conditions embedded in the job. On Vroom's expectancy theory, he uses three variables: "Valence", "expectancy" and "Instrumentality". Valence quantify the person's needs based on the result produce. The outcome may be positive (anticipated outcome) or negative (unpleasant outcome). Expectancy is the conviction that the productivity of the worker can lead to the direction of predictable performance whilst; instrumentality is the belief that after meeting your target you then get the expected reward. Moreover, Vroom expectancy theory focuses mainly on the fulfillment of individual expectation in terms of performance delivery and the reward that follows. In addition, employee knows what the employer's expectations is in relation to the job and what his/hers own expectation is in terms of reward for a job well done. Therefore, this theory reward for hard work and accomplishment in order to increase motivation. Moreover, reward is linked with performance and the attractiveness of the reward can ignite the employee to go the extra- mile to deliver. For intrinsic and extrinsic they explain how an individual can be motivated by forces within or forces outside. Thus, intrinsic factors consist of the want for accomplishment and the chance to do motivating work (self – actualization) whilst; extrinsic factors take account of 'needs for food, shelter and money'. However, this theory is to remind the managers that their job is to design the enabling environment that will promote/facilitate performance by taking into account different situations. On the other hand, McClelland beliefs that learned needs can also be a source of motivation through the reinforcement of that behavior in dealing with teams or subordinates in accomplishing a task. McClelland's theory of learned needs studied three secondary needs that can motivate people such as: need for achievement, need for affiliation and need for power. He observed that different people have unrelated phases of needs. Some people 'have a greater need for achievement, while others a stronger need for affiliation, and others a stronger need for power'. According to McClelland, these three needs might be given 'different priorities at different levels of management'. He further pointed out that 'achievement needs' are mainly applicable 'in many junior and middle management jobs, where direct responsibility is being noticed for job achievement as oppose to senior management positions. *McGregor's theories x* and *y* discovered two strikingly opposite sets of anticipations held by managers about their employees – in theory *x* managers assumed that the ordinary workers have little willpower, dislikes work and desires to avoid responsibility and cannot be trusted whilst, theory *y* emphasizes that people have self-direction in meeting objectives that they are committed to. Because of these perceptions, managers set targets for employees and use performance management practices to keep them committed on the job. Thus, the emergence of theory Z (i.e. a combination of theories X and Y) by Ouchi was necessary in the management of the opposite sets of employees.

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