

Motivation In The Modern World

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Abstract. *Human resources are the most valuable asset for every organization. In light of this, the efficiency and effectiveness of using this resource are one of the most important and complicated tasks. That is why the study of motivation is continuing.*

The strategy of motivation should be built on the combination of already known motivation's theories, the modern environment challenges and special features of the organization. The intrinsic motivation as a core of motivation system that leads to the professional development of employees and achieving organizational goals. Motivation like an important part of human resources management is directed at encouraging employees to better performance.

Keywords: motivation, needs, drivers, goals, human resources, rewards, motivation theories, organization, rewards, punishment.

I. Introduction

Every organization throughout the world uses economic resources in its activity like labour, capital and natural resources for making goods and services in purpose to achieve different goals (profit, widening the markets, social goals etc.). The common thing in all organizations is human resources, people, personalities. They moved organization ahead or back, they manage it and they organize any activity and share the results. People are the incentive resource of enterprises and whole economic system in every country and in the whole world. So it is obviously that human resources are the most valuable asset for the company which defines the future of everything. At the same time, it is the most expensive, treasurable and delicate factor because it is human beings. Unfortunately, not every organization understand it and as a result, underestimates its employees. That is one of the reasons of failures in the business world and any other sphere of life.

How to use the human resources efficiently? What can we do for stimulating their activity or preferable behaviour? It is very complicated questions that never will be the complete and absolutely verified answer but some of the successful managers and entrepreneurs are very close to that answer. Firstly, we should determine what can motivate employees and what it is a motivation?

II. Conceptual clarifications

Motivation may be defined as psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort, and a person's level of persistence in the face of obstacles (Ruth Kanfer) [1].

Accordingly to Mullins (2002), motivation is a driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectations [2].

Armstrong [3] said that motivation is concerned with the factors that influence people to behave in certain ways

and consist of the three components, listed by Arnold et al (1991):

- direction – what a person is trying to do;
- effort – how hard a person is trying;
- persistence – how long a person keeps on trying.

So, we can assume that motivation it is external and internal reasons for doing something. These reasons could be obvious for a person or hidden, unknown, unconscious which have an influence on the final results and of course on work efficiency.

III. Theoretical framework

Generally, all organizations have a lot of different plans for different time terms: from short-term plans to long-term plans, mission and vision. If management of any organizations wants to achieve its mission they have to realize the plans that are concreted in goals. Who meet the goals in organizations? Of course, human resources. Absolutely obviously is that organizational's goals are not personal goals for employees. So if you want to achieve the goals you need to motivate workers and look on their needs and goals in this organization.

The motivation process for individuals are basic and for the organizations (Fig. 1). The difference is: organizations are working to achieve the goals and individuals – to satisfy their need. But only in the cooperation both sides meet their goals.

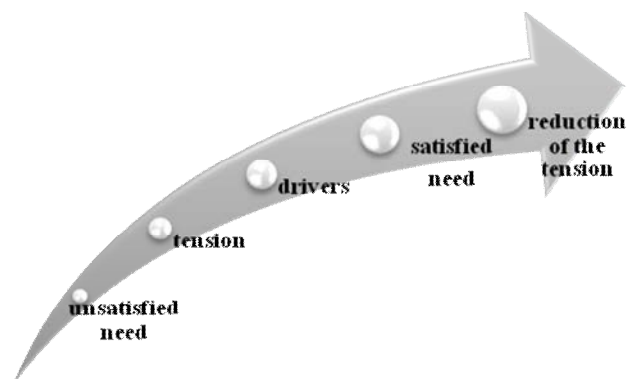


Fig.1 The individual motivation process [4]

From old times people think how to make others doing what you need. And the first approach to motivation was described like “stick and carrots” – *instrumentality theory*. If your worker, student do not want to work or do it badly – punish him and it will motivate him to work better. If it is opposite situation – reward people. But nowadays we understand that such type of motivation is not good for people. It is proper for training animals, domestic or in the circus. People are more complicated creatures and they need a special attention and approach to their motivation. It does not mean that punishment and regard are not used anymore in our time but these instruments have a very short influence on work behaviour and legislation frames, and sometimes it more demotivate people.

The next level of development of approaches to motivation built on researches of psychologist, sociologist

and management researchers. According to the psychological approaches to understanding motivation, researchers defined two groups of motivation theories (Table 1):

- *content theories*, which are based on needs;
- *process theories* – focus on the psychological process which affects motivation by reference to expectations, goals and perception of equity.

TABLE 1

MOTIVATION THEORIES

Content Theories	Process Theories
Maslow's Hierarchy of Needs	Expectancy Theory of Vroom, Porter and Lawler
Herzberg's Motivator-Hygiene Theory	Atkinson's theory of achievement
Tugan-Baranovskyi's Theory	Adams's Equity Theory
Alderfer's ERG Theory	Latham and Locke's Goal Theory
McGregor's X and Y Theory	Reinforcement Theory
McClelland's Need Theory	
Theory Z of Ouchi	

The authors of motivation theories have made a great contribution to research and development of motivation in organizations. The understanding of the employees needs in a particular time period and giving them the possibilities to satisfy its needs – is one of the possible approaches to employee's motivation. The second approach is how motivation happened and is concentrated on the process of motivation. Furthermore, the motivation theories are still working but now they are modernized according to nowadays issues and to the achievement of technical progress.

Among the most popular and modern motivation's strategies are autonomy of employee in his/her sphere of activity, taking part in decision making, flexible working hours, the possibility to improve skills in important matters and become a part of something bigger than themselves etc.

Conclusion

Motivation as one of the most important functions of human management is very complicated in its realization on practice. Managers should obviously know the psychology nature of a person and be very good in communication. This knowledge and skills will help them to find the right motivation for every employee and as a result, to achieve planned organizational goals.

In general are defined two sources of motivation: intrinsic and extrinsic. The organizations could influence on extrinsic motivation (different kinds of rewards and punishment) but it will have an only short-term result. The most effective and long-term motivation is based on

intrinsic factors that nowadays are decisive. It were mentioned by Dan Pink [5]:

- autonomy – the desire to direct our life;
- mastery – the desire to get better at something that matters;
- purpose – the desire to serve something bigger than ourselves.

As always we do not have a universal motivation strategy for any organizations because the world is complicated and we could not find in it the same enterprises or exactly the same people, even twins are different internally. Nobody knows the organization and its workforce better than their management and only they can build a complex motivation strategy for their employees in general and for everyone in a particular way.

The organizational motivation depends on the sphere of organizational activity, its size, structure, location, mission and values, cultural and legislation conditions etc.

Furthermore, employees are the basis of any organization and of their quality, their input depends on the organizational output and the place of the organization on the market. Only by building cooperation between management and workers on win-win strategy could lead to success, the further development, efficiency and effectiveness of the organizational activity.

In conclusion, we define the most general motivation tasks for managers of any kind of organizations [6]:

- to enable employees to be high performers;
- encourage them to improve their mastery;
- let workers some autonomy in making decisions;
- rewarding employees in multiple ways;
- creating a fair, stimulating, comfortable and creative work environment;
- treating employees like the highly capable individuals.

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