



# Understanding How Employee Motivation Shapes Work Output

Manish Kumar Gautam\*

\*Research scholar, Department of Public Administration, Nims School of Humanities & Liberal Arts, Nims University Rajasthan, Jaipur-303121, Email: [mkg.405073@gmail.com](mailto:mkg.405073@gmail.com)

**Citation:** Manish Kumar Gautam (2024). Understanding How Employee Motivation Shapes Work Output, *Educational Administration: Theory and Practice*, 30(11) 1676 – 1680

Doi: 10.53555/kuey.v30i11.9804

ARTICLE INFO	ABSTRACT
	<p>Employee motivation is a crucial determinant of work output within organizations, profoundly impacting productivity, job satisfaction, and overall performance. The motivational theories, including Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Self-Determination Theory, provide insights into the underlying mechanisms driving employee motivation. These theories underscore the significance of intrinsic and extrinsic motivators in shaping employee behaviors and work outcomes. Motivated employees exhibit higher levels of productivity, creativity, and organizational commitment, contributing to enhanced overall performance. Moreover, motivated employees are more likely to engage in proactive behaviors and demonstrate resilience in the face of challenges, further amplifying their impact on work output. Intrinsic motivators, such as autonomy, mastery, and purpose, foster intrinsic satisfaction and sustained engagement, extrinsic motivators, including rewards and recognition, serve as catalysts for performance enhancement. Balancing these motivators effectively is critical for optimizing employee motivation and work output. The pivotal role of organizational factors, such as leadership styles, organizational culture, and job design, in shaping employee motivation and work output. Supportive leadership practices, a positive organizational culture that values employee well-being and growth, and well-designed job roles that provide autonomy and opportunities for skill development, are instrumental in fostering employee motivation and optimizing work output. By leveraging motivational theories, recognizing the multifaceted nature of motivators, and creating a conducive work environment, organizations can unlock the full potential of their workforce, leading to heightened productivity, innovation, and sustained competitive advantage.</p> <p><b>Keywords:</b> Employee motivation, Productivity, Job satisfaction, Motivational theories, Intrinsic motivation, Extrinsic motivation.</p>

## Introduction:

Employee motivation is a pivotal factor in determining the success and efficiency of organizations across all industries (Paais & Pattiruhu, 2020). Motivated employees are the driving force behind innovation, productivity, and ultimately, organizational growth. In the current dynamic and competitive business environment, understanding the intricate relationship between employee motivation and work performance is more critical than ever before (Newman *et al.*, 2020).

Motivation, in its essence, refers to the inner drive that compels individuals to take action and pursue goals. Whether it stems from intrinsic factors such as personal fulfilment and interest or extrinsic incentives like financial rewards and recognition, motivation plays an important role in improving employee behavior and outcomes in the workplace (Aljumah, 2023).

Work performance, on the other hand, encompasses the quality, quantity, and efficiency of tasks and responsibilities executed by employees within an organization. It encompasses productivity, creativity, job satisfaction, and overall contribution to organizational objectives (Ali & Anwar, 2021).

Effective strategies for enhancing employee motivation may include providing opportunities for skill development, fostering a culture of open communication and collaboration, and aligning organizational goals with individual aspirations (Osborne & Hammoud, 2017).

As organizations navigate the complexities of today's business landscape, leveraging the effectiveness of employee motivation becomes not merely a competitive advantage but a strategic necessity. By putting in actions that motivate and empower employees to perform at their best, organizations can unlock their full potential and sustain success in the long run (Faulks *et al.*, 2021).

### **Theoretical Frameworks of Employee Motivation:**

Understanding employee motivation demands an extensive exploration of various theoretical frameworks developed over the years. These frameworks provide a valuable understanding of the psychological processes and dynamics underlying employee motivation. Here, we delve into some of the major theoretical perspectives:

**A. Maslow's Hierarchy of Needs:** Abraham Maslow introduced a highly influential theory of motivation in 1943, which has had a significant impact on the field. This theory suggests that human needs can be categorized into a hierarchical structure, with lower-level needs needing to be satisfied before higher-level needs become motivating factors. In the workplace, this theory suggests that employees must have their basic needs met (e.g., fair compensation, and job security) before they can be motivated by higher-order needs such as recognition, achievement, and personal growth (Hale *et al.*, 2019; Desmet & Fokkinga, 2019).

According to Maslow's hierarchy of needs, individuals' progress sequentially through the levels, granting preference to lower-level needs before higher-level needs. However, the hierarchy is not completely uniform, and individuals might experience fluctuations in motivation as their needs evolve (Krems *et al.*, 2017).

Maslow's Hierarchy of Needs has been widely influential in several fields, including psychology, management, and organizational behavior. It provides a framework for understanding human motivation and behavior and provides perspectives on how organizations can develop environments that reinforce employees' needs and promote motivation and well-being (Manganelli *et al.*, 2018).

**B. Herzberg's Two-Factor Theory:** Frederick Herzberg (1950) proposed a theory that differentiates between two categories of factors such as hygiene factors and motivators that impact employee motivation and job satisfaction. Hygiene factors, including salary, working conditions, and job security, are considered external and mainly serve to avoid dissatisfaction when they are sufficient, but they do not necessarily act as motivators for employees. Motivators, on the other hand, are intrinsic factors such as recognition, challenging work, and opportunities for progression, which directly contribute to job satisfaction and motivation. According to Herzberg, organizations should focus on strengthening motivators to encourage employee motivation and satisfaction (Holston-Okoe & Mushi, 2018; Andersson, 2017).

**C. Expectancy Theory:** Proposed by Victor Vroom (1960), is a prominent motivational theory focuses on the cognitive processes underlying individual motivation to achieve desired outcomes.

#### **Expectancy theory has several implications for organizations and managers:**

- Managers should confirm that employees have the essential skills, resources, and assistance to perform their assignments successfully, thereby increasing the expectancy of successful performance.
- Managers should communicate performance expectations and the link between performance and rewards, enhancing instrumentality perceptions.
- Managers should identify and offer rewards that are valued by employees, aligning with their individual preferences and goals to maximize value.

By understanding and applying expectancy theory, organizations can design motivational systems and strategies that effectively leverage employees' beliefs, perceptions, and values to enhance motivation, performance, and job satisfaction.

**D. Self-Determination Theory (SDT):** Self-Determination Theory, developed by E. Deci and R. Ryan concentrates on the individual's intrinsic motivation. According to SDT, humans have three fundamental psychological needs such as autonomy (the desire to be self-directed), competence (the desire to feel capable and effective), and relatedness (the desire to feel connected to others). When these needs are satisfied, individuals experience intrinsic motivation, leading to greater engagement, satisfaction, and well-being. In the workplace, SDT suggests that organizations should develop environments that encourage employees' autonomy, provide opportunities for skill advancement, and promote positive social associations to boost motivation and performance (Ryan & Vansteenkiste, 2023).

**E. Goal-Setting Theory:** Goal-setting theory (proposed by E. Locke and G. Latham in 1960), emphasizes the significance of setting clear and specific goals in motivating individuals to perform best. The goals that are specific, challenging, and achievable can enhance motivation and performance by directing attention, mobilizing effort, and encouraging persistence. Moreover, feedback on goal progress is crucial for maintaining

motivation and adjusting strategies. In the workplace, goal-setting theory suggests that managers should work with employees to establish meaningful goals, provide support and resources to achieve them, and offer regular feedback to keep motivation high (Yurtkoru *et al.*, 2017). Setting goals provides a clear direction, enhances focus and effort, and enhances persistence in working towards desired outcomes (Deschamps & Mattijs, 2017).

**Types of Motivation:** Employee motivation can be categorized into intrinsic and extrinsic motivation. Intrinsic motivation develops from internal factors such as enjoyment or personal fulfilment. Extrinsic motivation is stimulated by external rewards or incentives. Both motivations play an important role in influencing employee behavior and performance. (Locke & Schattke, 2029). Some common types of motivation include:

**1. Intrinsic Motivation:** Individuals are intrinsically motivated when they derive satisfaction, pleasure, or personal fulfilment from the activity itself. Examples include pursuing hobbies, engaging in creative endeavors, or solving challenging problems out of sheer curiosity or interest (Rheinberg & Engeser, 2018).

**2. Extrinsic Motivation:** Extrinsic motivation involves engaging in an activity or behavior to obtain external rewards or avoid punishment (Ramalingam & Jiar, 2022). External rewards may include tangible incentives such as money, prizes, or recognition, as well as social rewards such as praise or approval from others.

### **The Impact of Motivation on Work Performance:**

Numerous empirical studies consistently found a positive correlation between motivation and various performance outcomes, including job satisfaction, job engagement, and task performance. Moreover, motivated employees show superior levels of creativity, innovation, and commitment to organizational goals (Franchise-Mensah & Amponsah-Tawiah, 2016).

The impact of motivation on work performance is profound and diverse, influencing various aspects of individual and organizational outcomes.

### **Organizational Factors Shaping Employee Motivation:**

In addition to individual factors, organizational factors such as leadership, culture, and rewards systems also play a crucial role in shaping employee motivation. Transformational leadership styles, for example, have been shown to inspire greater intrinsic motivation among employees, leading to higher levels of performance and satisfaction. Similarly, organizational cultures that value autonomy, mastery, and purpose are more likely to foster intrinsic motivation and drive positive work outcomes (Warrick, 2017).

### **Practical Implications for Managers:**

For managers and organizational leaders, understanding the drivers of employee motivation is essential for fostering a high-performance work culture. By adopting motivational strategies such as providing meaningful feedback, recognizing achievements, and creating opportunities for skill development, managers can empower employees to perform at their best (Mone *et al.*, 2018).

### **Importance of employee motivation on work performance:**

The importance of employee motivation on work performance cannot be overstated, as motivated employees are the driving force behind organizational success (Kuranchie-Mensah EB, Amponsah-Tawiah, 2017).

Employee motivation is essential to foster a motivating work environment, organizations can unlock the full potential of their employees and achieve their strategic objectives in today's competitive business landscape.

### **Conclusion and Future Directions:**

Employee motivation significantly impacts organizational performance, productivity, and success. By understanding the various theoretical frameworks, types of motivation, and organizational factors that influence motivation, managers can implement strategies to enhance employee motivation and engagement in the workplace. Theoretical frameworks such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Expectancy Theory, Self-Determination Theory, and Goal-Setting Theory provide valuable insights into the psychological mechanisms underlying motivation and offer practical guidelines for promoting motivation among employees. Organizational factors such as leadership styles, organizational culture, recognition and reward systems, opportunities for growth and development, job design, communication channels, and support for work-life balance play a important role in shaping employee motivation. By addressing these factors and creating a supportive work environment, managers can foster a culture of motivation and empowerment that drives performance and organizational success.

### References:

1. Alam SI. Herzberg Motivation-Hygiene Fallacy in measuring levels of job satisfaction and dissatisfaction. Research and Review: Human Resource and Labour Management. 2021;2(2):34-43.
2. Ali BJ, Anwar G. An empirical study of employees' motivation and its influence job satisfaction. Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International Journal of Engineering, Business and Management. 2021 Apr 8;5(2):21-30.
3. Aljumah A. The impact of extrinsic and intrinsic motivation on job satisfaction: The mediating role of transactional leadership. Cogent Business & Management. 2023 Dec 11;10(3):2270813.
4. Andersson S. Assessing job satisfaction using Herzberg's two-factor theory: A qualitative study between US and Japanese insurance employees. IAFOR Journal of Business & Management. 2017;2(1):22-35.
5. Arifin Z, Nirwanto N, Manan A. Improving the effect of work satisfaction on job performance through employee engagement. International Journal of Multi-Discipline Science (IJ-MDS). 2019 Feb 28;2(1):1-9.
6. Baroudi S, Tamim R, Hojeij Z. A quantitative investigation of intrinsic and extrinsic factors influencing teachers' job satisfaction in Lebanon. Leadership and policy in schools. 2022 Apr 3;21(2):127-46.
7. Baumeister RF, Leary MR. The need to belong: Desire for interpersonal attachments as a fundamental human motivation. Interpersonal development. 2017 Nov 30;57-89.
8. Beckmann J, Heckhausen H. Motivation as a function of expectancy and incentive. Motivation and action. 2018:163-220.
9. Berridge KC. Evolving concepts of emotion and motivation. Frontiers in Psychology. 2018 Sep 7;9:317391.
10. Brunstein JC, Heckhausen H. Achievement motivation. Motivation and action. 2018:221-304.
11. Chadwick IC, Raver JL. Motivating organizations to learn: Goal orientation and its influence on organizational learning. Journal of management. 2015 Mar;41(3):957-86.
12. Choi BK, Moon HK. Prosocial motive and helping behavior: examining helping efficacy and instrumentality. Journal of Managerial Psychology. 2016 Mar 14;31(2):359-74.
13. Deschamps C, Mattijs J. Sustainable goal setting: a large-scale case in management practice. International Journal of Productivity and Performance Management. 2017 Nov 13;66(8):1087-104.
14. Desmet P, Fokkinga S. Beyond Maslow's pyramid: Introducing a typology of thirteen fundamental needs for human-centered design. Multimodal technologies and interaction. 2020 Jul 7;4(3):38.
15. Eccles JS, Wigfield A. From expectancy-value theory to situated expectancy-value theory: A developmental, social cognitive, and sociocultural perspective on motivation. Contemporary educational psychology. 2020 Apr 1;61:101859.
16. Epstein MJ. Making sustainability work: Best practices in managing and measuring corporate social, environmental and economic impacts. Routledge; 2018 May 8.
17. Farimani ZB, Shahri NN. Reaching self-actualization in education: Construction and validation of a hierarchical scale. Journal of Language Teaching and Research. 2020 Jul 1;11(4):623-34.
18. Faulks B, Song Y, Waiganjo M, Obrenovic B, Godinic D. Impact of empowering leadership, innovative work, and organizational learning readiness on sustainable economic performance: an empirical study of companies in Russia during the COVID-19 pandemic. Sustainability. 2021 Nov 11;13(22):12465.
19. Gatt G, Jiang L. Can different types of non-territorial working satisfy employees' needs for autonomy and belongingness? Insights from self-determination theory. Environment and Behavior. 2021 Nov;53(9):953-86.
20. Ghosh D, Sekiguchi T, Fujimoto Y. Psychological detachment: A creativity perspective on the link between intrinsic motivation and employee engagement. Personnel review. 2020 Oct 16;49(9):1789-804.
21. Guinote A. How power affects people: Activating, wanting, and goal seeking. Annual review of psychology. 2017 Jan 3;68:353-81.
22. Hale AJ, Ricotta DN, Freed J, Smith CC, Huang GC. Adapting Maslow's hierarchy of needs as a framework for resident wellness. Teaching and learning in medicine. 2019 Jan 1;31(1):109-18.
23. Hoffmann-Burdzinska K, Rutkowska M. Work life balance as a factor influencing well-being. Journal of Positive Management. 2015 Dec 1;6(4):87-101.
24. Holston-Okae BL, Mushi RJ. Employee turnover in the hospitality industry using Herzberg's two-factor motivation-hygiene theory. International Journal of Academic Research in Business and Social Sciences. 2018 Jan;8(1):218-48.
25. King RB. Sense of relatedness boosts engagement, achievement, and well-being: A latent growth model study. Contemporary Educational Psychology. 2015 Jul 1;42:26-38.
26. Krems JA, Kenrick DT, Neel R. Individual perceptions of self-actualization: What functional motives are linked to fulfilling one's full potential?. Personality and Social Psychology Bulletin. 2017 Sep;43(9):1337-52.
27. Kuranchie-Mensah EB, Amponsah-Tawiah K. Employee motivation and work performance: A comparative study of mining companies in Ghana. Journal of Industrial Engineering and Management (JIEM). 2016;9(2):255-309.
28. Liikamaa K. Developing a project manager's competencies: A collective view of the most important competencies. Procedia Manufacturing. 2015 Jan 1;3:681-7.

29. Lloyd R, Mertens D. Expecting more out of expectancy theory: History urges inclusion of the social context. *International Management Review*. 2018;14(1):24-66.
30. Locke E, Latham G. Goal-setting theory. In *Organizational Behavior* 1 2015 Mar 26 (pp. 159-183). Routledge.
31. Locke EA, Schattke K. Intrinsic and extrinsic motivation: Time for expansion and clarification. *Motivation Science*. 2019 Dec;5(4):277.
32. Makhijaa S, Akbarb W. Linking rewards and creative performance: Mediating role of intrinsic and extrinsic motivation and moderating role of rewards attractiveness. *International Journal of Innovation, Creativity, and Change*. 2019;8(12):36-51.
33. Manganelli L, Thibault-Landry A, Forest J, Carpentier J. Self-determination theory can help you generate performance and well-being in the workplace: A review of the literature. *Advances in Developing Human Resources*. 2018 May;20(2):227-40.
34. Mazzucato M, Kattel R, Ryan-Collins J. Challenge-driven innovation policy: towards a new policy toolkit. *Journal of industry, competition and trade*. 2020 Jun;20(2):421-37.
35. Mehrad A. Evaluation of academic staff job satisfaction at Malaysian universities in the context of Herzberg's Motivation-Hygiene Theory. *Journal of Social Science Research*. 2020 Apr;15(1):157-66.
36. Miao R, Cao Y. High-performance work system, work well-being, and employee creativity: Cross-level moderating role of transformational leadership. *International journal of environmental research and public health*. 2019 May;16(9):1640.
37. Mone E, London M, Mone EM. Employee engagement through effective performance management: A practical guide for managers. Routledge; 2018 Jan 3.
38. Moon TW, Youn N, Hur WM, Kim KM. Does employees' spirituality enhance job performance? The mediating roles of intrinsic motivation and job crafting. *Current Psychology*. 2020 Oct;39(5):1618-34.
39. Newman C, Rand J, Tarp F, Trifkovic N. Corporate social responsibility in a competitive business environment. *The Journal of Development Studies*. 2020 Aug 2;56(8):1455-72.
40. Osborne S, Hammoud MS. Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*. 2017;16(1):4.
41. Paaïs M, Pattiruhu JR. Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*. 2020;7(8):577-88.
42. Ramalingam K, Jiar YK. Influence of intrinsic and extrinsic motivation in learning among primary school students. *Central Asia And The Caucasus*. 2022 Jan 1;23(1).
43. Reeve J. Understanding motivation and emotion. John Wiley & Sons; 2018 Jan 18.
44. Rheinberg F, Engeser S. Intrinsic motivation and flow. *Motivation and action*. 2018:579-622.
45. Riyanto S, Endri E, Herlisha N. Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*. 2021 Sep 1;19(3):162.
46. Ryan RM, Deci EL. Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary educational psychology*. 2020 Apr 1;61:101860.
47. Ryan RM, Vansteenkiste M. Self-determination theory. In *The Oxford Handbook of Self-Determination Theory* 2023 (pp. 3-30). Oxford University Press.
48. Sobaih AE, Hasanein AM. Herzberg's theory of motivation and job satisfaction: Does it work for hotel industry in developing countries?. *Journal of Human Resources in Hospitality & Tourism*. 2020 Jul 2;19(3):319-43.
49. Swamy DR, Nanjundeswaraswamy TS, Rashmi S. Quality of work life: scale development and validation. *International Journal of Caring Sciences*. 2015 May 1;8(2):281.
50. Thant ZM, Chang Y. Determinants of public employee job satisfaction in Myanmar: Focus on Herzberg's two factor theory. *Public Organization Review*. 2021 Mar;21(1):157-75.
51. Warrick DD. What leaders need to know about organizational culture. *Business Horizons*. 2017 May 1;60(3):395-404.
52. Yurtkoru ES, Bozkurt T, Bekta F, Ahmed MJ, Vehap KO. Application of goal setting theory. *PressAcademia Procedia*. 2017 Jun 6;3(1):796-801.