

A Literature Review of Employee Motivation

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Abstract---With the development of globalization, there are many companies meet new challenges, employee work inefficiency, high turnover rate, which result in whole organization fall down. Motivation is very important factors that make employee work efficiency. So learn how to motivate employee is becoming more and more important. This article mainly talk about the importance of motivate employee. According to literature review and related theory, make a contribution for company how to motivate employee and conclude better suggestion, give some critical comments in order to support some advise to some companies.

Key words: challenges, development, employee, motivation

1. INTRODUCTION

Motivation play an important role in an organization, which have many different styles, ways, theories guide individual, group as well as organization have a high performance and effective work. In the modern society, more and more people work in the different style organization, and with a rate competition, the most of people still have high passion to work within high-pressure and tension work environment Motivation. However, the one who work hard maybe so exhausted that bad for their health and sacrifice themselves. So the main reason is they will continue to work hard and don't care about their growth of body and mind. In this article,I will review others article and have the conclusion about the motivation .Firstly, I will find the definition and mainly described the introduction about motivation, which including the reason why motivation is indispensable in part of organization; secondly, I reviewed relevant article about motivation and conclude the main point, compared with each other and come to the difference among those article. Thirdly, I listed several motivation theory in order to go a step further in understand the importance of motivation. Finally, I make a conclusion for those motivation standpoint and give my critical analysis of how to improve employee's work efficiency. Through review these motivation articles,I could better understand the process and importance of motivation as well as which way is correct way to motivate the employee in organization. And I will have more new view about motivation and more significant for my further study.

1 DEFINITION

Motivation has different definition in different research filed. Psychology is generally considered to involve the beginning, direction, intensity, and continuity of behavior.In organizational behavior, motivation mainly refers to the psychological process of stimulating people's motivation. By stimulating and encouraging, people can create an internal driving force and make them move towards the desired goal. Its the power that drives people to act. And the motivation is to promote people to engage

in certain activities, and the internal power towards one direction. The reason is the action to achieve a certain purpose. Motivation is the internal process of individual behavior, behavior is the performance of internal process. Internal conditions caused by motivation is the need, motivation caused by external conditions is the external factors driving organism incentive. Motivation is the reason for people's actions, desires, and needs. Motivation is also one's direction to behavior, or what causes a person to want to repeat a behavior. A motive is what prompts the person to act in a certain way, or at least develop an inclination for specific behavior. According to Ruth Kanfer a(2016), "Motivation is a word that is part of the popular culture as few other psychological concepts are."

All the definition of motivation referred psychological activities, including desire, action, needs and then influence people's behavior. So motivation is very important, which can effect human's behavior from internal factor.

3 IMPORTANCE OF MOTIVATION

Motivation has three functions to human action, the first one is activating function, which guide people's action and leads to a certain action. Especially in a group or organization, the leader play an important role in how to guide employee to have high passion work hard. The second one is strengthening function; motivation can maintain and adjust this action; when some employee have high stress or encounter frustrate, and don't have better motivation to work, then the manager could take measures to make the employee keep their motivation for work. The last one is pointing function, that lead the action to forward a certain goal under the influence of motivation. Therefore, motivation can make employee more activity and strengthen their motive during the work. Motivation is very meaningful in whole work process.

According to Stefania Zlatea (2015), First of all, during the management process, motivation is a vital part of the general management process and the integrating component of the performance management. Some theories offers to managers more clues concerning people's motivation. Some managers pay attention to finding

appropriate methods based on these tips to motivate the workers. When we have these ways of motivating employee, and this situation also applies to educational organizations which play an important role for development of the community. Secondly, educational organizations have a quite importance for the countries. And studies on the relationship between education and development also show that education has an important role in the development of countries. The employee's motivation have related with education. Hence the one who keep the workers have good motivation could provides quality and efficient operation for these organizations, which laying good foundations for future education development. Further more, entire education managers from Minister of Education to the school principals have an important role. They expected to recognize the various aspects of the workers of the educational organizations identify their needs and determine their motivation conditions and provide these conditions in the light of domestic and foreign scientific researches, the most important is that they supply the condition of promote motivation in order to play an positive role in education. Whatever country or individuals, groups, organizations, education is an indispensable part of life, so focus on the development of education and know the conditions of motivation, which is good for work quality.

4. LITURATURE REVIEW

In Ruth Kanfer (2016) ,this article mainly talk about the motivation in organizational behavior reviewed early the history of motivation and advances as well as prospects. What is the motivation during the process of choosing and establishing goal, based on this question the article choose the most impactful articles and and summarize research progress in order to better understand this question and also referred the macro-level trends in motivation research, including the core theories of work motivation, examine key micro-regulatory processes involved in goal decisions and goal pursuit and look forward to concluding with discussion of promising future research directions.

Jim Naylor and George Briggs(1996),introduced the purpose of organizational behavior and human performance as a journal aimed at publishing significant research that contributes to our basic knowledge of human performance.Over the past 50 years, the journal has published seminal papers on the determinants, mechanisms, and outcomes of motivation related to decision-making and performance in work and achievement settings. Another theory including Ajzen's Theory of Planned Behavior (1991), Deci's Cognitive Evaluation Theory (1972), Hackman and Oldham's Job Characteristics Model (1976), and Locke's Goal Model (1968). Other articles provide incisive reviews and critiques. As the 20th century drew to close,the motivation research promote a broad reorganization of findings, motivation as an umbrella term that encompasses both the purpose and reasons underlying decision processes and goal selection.

According to M.ZAKERI*(1997), this article mainly review science through conclude basic principles of motivation, described OBHP review progress by organizing theory and research around four principal questions that have long-driven scientific efforts in motivational psychology; finally discuss the representation theory and research for the journal. Modern views typically portray motivation as a time-linked set of recursive and reciprocal affective, behavioral, and cognitive processes and actions that are organized around an individual's goals. The result network structure of goals contributes to both the stability and heterogeneity observed in motivated action. Over the past half-century there have been numerous accounts of work motivation, the most prominent theories of work motivation address the proximal, internal individual psychological forces, mechanisms, and processes that determine goal choice and action. About the describe of motivation may be traced back to early 20th century work on the identification of universal human motives and tendencies. Beginning in the 1950s riveted research attention on the "how" question, including for example the cognitive processes by which expectancy and outcomes are integrated, and how best to conceptualize and assess affect. By the mid-1960s, however, motivational theorists began to question basic tenets of expectancy-value models and their applicability for predicting performance on new, difficult, prolonged, or ill-defined career and task goals. During the 1970s, social-cognitive theories and theories of action regulation emerged that addressed the gap between an individual's goals and performance. As "what" approaches gained traction during the late 20th century, motivation and decision-making researchers focused on increasingly different topics and questions. Motivational scientists within the broader organizational behavior domain focused on the processes by which goal attributes and the individual's construal of the goal influenced planning and self-regulatory processes during goal pursuit and performance accomplishments. About the "why" question of motivation is typically studied from a person-centric perspective,more focuses on the needs,motives wants and likes of individuals.During the mid-20th century, Maslow theory solve the two questions about how to describe human's hard through organize the numerous motives and what bring different needs as the driving force for behavior.

According to the different time and various theory described when start to propose the concept of motivation and how to better establish motivation system as well as some critical theory ,which make me better know the history of motivation and have a critical analyse.

About motivation and performance in high education this article mainly described people don't have better performance until motivation mechanisms exist. Stefania Zlatea (2015) in this article talk about the manager of high education should achievement their management goal

through the members. So the strategy of motivate students is the representation improve the organization for high education manager. During the process of motivation, the needs, aspirations and interests of university is related with people attain their target and realize their objectives, but responsibilities and competencies attributed to them. Motivation is very important in education area, fully understand what the motivation and best way to achieve motivation. As a manager know the ways to motivate the employee is a basic skills and also apply to another area.

Motivation referred to the different aspects. The concept of motivation is abstract, but it's very useful and important with specific workplace. This article is about the factors of motivate employee, to be specific, take example as Iranian, collect the date through a structured questionnaire survey. The result showed employees have five important motivation factors including "fairness of pay", "incentive and financial rewards", "on-time payment", "good working facilities", and "safe". These factors sustain the drive for high construction productivity in Iran, M.ZAKERI*p(1997).

According to Ramona Todericiua (2013), employee are the bracket in a company, the employee who have motivation can make the company have high efficiency and good relationship each other. At the same time, the best competitive advantages that one organization could have, since all the other resources could be imitated. Consequently, motivated employee are easy to make the organization success and keep pace with market force. This articles take Sibiu as example aim at find the motivation ways in which knowledge workers. Reviewing the correlative researchers articles and give some guidelines for identifying the complex problems in order to motivate precious resources and further research.

5 MOTIVATION THEORY

5.1 Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in Psychological Review. Maslow used the terms "physiological", "safety", "belonging" and "love", "esteem", "self-actualization", and "self-transcendence" to describe the pattern that human motivations generally move through. The goal of Maslow's Theory is to attain the sixth level of stage: self transcendent needs.

In my opinion, the development of Maslow's hierarchy of needs coincide with majority of people needs, because the first needs for most of people is meet their physiological needs ,which is basic needs when people have nothing, they desire to have full food, water and sleeping, and then they have the basic ability of survive. The second one is safety, belong ,love esteem, for this factors, people will pursuit the higher needs when they have good quality of life. However, Maslow theory

described the human's behavior's need as a whole, but different people have their own different character, children are easy to tend tasty food ,different kind of water and like to sleep. Young adults had the highest self-actualization level, the esteem need was highest among the adolescent group, and old age have high levels security, because they are old and out of health. So it depends on different age's people. On the other hand, some one who are rich and knowledge , money is not important for them, because they have good family and give them high quality of life as well as best education, they no need to care their family and children with money to make them get satisfactory. When they work in a company, they still work hard and have high effectiveness compared with the one who want to meet their physiology needs to work. The most important reason is they want to achieve their value and get the approval of the company and then have a meaningful life. So not only depends on their age, but also depends on someone have good family environment, some children have good education, good life and good family background, so it's not important for them to make money for survive. They want to achieve belonging and love needs even higher. On the other hand, different economic level's people still have different needs, according to I mentioned, the one who are poor family ,they need to work hard and support family and children ,so what they want to pursuit the first one is physiological needs and then on by one.Milota Vetrakovaa(2015).

5.2 Intrinsic Theories: Intrinsic and Extrinsic Motivation

Intrinsic motivation is the self-desire to seek out new things and new challenges,to analyze one's capacity,to observe and gain knowledge .It is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on external pressures or a desire for consideration. Intrinsic motivation is a natural motivation tendency and is a critical element in cognitive,social, and physical development.

Extrinsic motivation refers to the performance of an activity in order to attain a desired outcome and it is the opposite of intrinsic motivation.Extrinsic motivation comes from influences outside of the individual. In extrinsic motivation, the harder question to answer is where do people get the motivation to carry out and continue to push with the persistence. Usually extrinsic motivation is used to attain outcomes that a person wouldn't get from intrinsic motivation.

Intrinsic motivation pay more attention to intrinsic activities itself compared with extrinsic motivation. For example, students learning refers to the students' learning is to point to their learning activities, which make student get emotional satisfaction and result in the sense of success. Intrinsic motivation supply nature power to promote learning and development, which don't have external reward and pressure, Stefania Zlatea(2015). When individual want to do something because of individual

evaluation in a particular activity or love interest, and measure whether would like to do the activity. However, for extrinsic motivation, individual prefer to affected by reward or punishment. To be specific, when individual got reward, punishment , language encourage during your work and so on , and then they will have high motivation to do work.Common extrinsic motivations are rewarded for showing the desired behavior, and the threat of punishment following misbehavior,Duminica Delia(2013).

5.3 Push and Pull Motivation

Push motivations are those where people push themselves towards their goals or to achieve something,such as the desire for escape,rest and relaxation,prestige,health and fitness,adventure, and social interaction.

Pull motivation is the opposite of push.It is the type of motivation that is much stronger, some of the factors are those that emerge as a result of the attractiveness of destination as it is perceived by those with the propensity to travel.They include both tangible resources.Pull motivation can be seen as the desire to achieve a goal so badly that it seems the goal is pulling us toward it.That is why pull motivation is stronger than push motivation.It is easier to be drawn to something rather than to push yourself for something you desire, Meltem Caber* , Tahir Albayrak (2016).

In my opinion, I think pull motivation is more effective than push motivation. Pull motivation means some goals attractive individual to achieve it, and easy to have high motivation, because the factors of effect the motivation is not the extrinsic factors , so intrinsic factors have good effect .

5.4 Cognitive Theories

5.4.1 Goal-setting Theory

Goal-setting theory is based on the notion that individuals sometimes have a drive to reach a clearly defined end states.Often, this end state is a reward in itself. A goal efficiency is affected by three features proximity, difficulty and specificity.

For example, the most students have motivation to study hard means they want to achieve some targets in order to make themselves satisfactory. This goals must are specific, measurable attainable/achievable, relevant, and time-bound . An ideal goal should present a situation where the time between the initiation of behavior and the end state is close. During the every step in our life ,our goal should be specific and measurable ,which means this goal suitable each other at the same time, and don't have high standard, otherwise, the goal that we want to attain it is very difficult and will decrease our motivation.

5.4.2 Expectancy Motivation

Expectancy theory was proposed by Victor H.Vroom in 1964.Expectancy theory explains the behavior process in which and individual selects a behavior option over another, and why/how this decision is made in relation to their goal. There's also an equation for this theory which goes as follows: $M=E\times I\times V$. M(Motivation)is the amount an individual will be motivated by the condition or environment they placed themselves in.Which is based

from the following hence the equation. E(Expectancy)is the person's perception that effort will result in performance.In other words,it's the person assessment of how well and what kind of effort will relate in better performance. I(Instrumentality) is the person's perception that performance will be rewarded or punished. V(Valence) is the perceived amount of the reward or punishment that will result from the performance, Kenneth E. Barron(2015)

To be specific, the one who have high goal, and achieve the goal rate is more higher, and higher motivation , higher enthusiasm. During the leader and management work, it's meaningful that encourage employee with expectancy theory.

6 CRITICAL ANALYSIS

Motivation have different opinion in different theory. The first theories considered that if you pay the people adequately, they will be motivated. Yet, the contemporary theories state that people do not work only for money, but also to be content with what they are doing.

In my opinion, different people have their different needs, some people work for money , another people work for value. So the first factor is depend on different social level. That means every one have their own economic level in modern society, the one who have good economic level no need to work for money, because they have enough money to survive and enjoy life, so higher needs like belonging ,love ,esteem, and self-actualization needs are the most want to achieve. However,the one who have poor economic level, the first considered is food,clothes. So motivate individual depend on different economic level people. So the ways of motivation also is different because of the economic level.

The second factor is about family background, someone have good background and no need to worried about the beautiful clothes, delicious food and basic needs, all of these already was supported by their family. The next step for their family is to give their children create a high quality and good environment to study as well as rightly instruct them have positive attitude. Consequently, these children who are growing in good family background have better chances to attain self-actualization needs and no need to motivate by money. On the contrary, children born to families of lower economic status, do not have abundant resources including education, surplus clothes and different kind of food as well as colorful life. This is normal phenomenon that they need to strive for the life, work for money and have enough food, clothes , and then to pursuit the higher needs such as belonging ,love and esteem, maybe self-actualization is hard and short time to achieve it, because they need to try their best to attain basic satisfactory to life, and then consider themselves. In this situation, they are easy to motivate by money, this factor is important for them.

Another factor is about the level of education , the person with higher education level are easy to know what's their goal and make great efforts for it. Because they have basic cognitive for this society and also have more opportunity to choose life then have tangible resource such as good work chance, better individual performance as well as

open mind, they will try to adjust best attitude to embrace life. Further more, motivation attractive them to go ahead. On the other hand, the person with lower education easy to trap into the frustrate and lost the motivation, that means they don't have goal motivation and pull motivation to make them work hard. In all ,every people have their own needs, which have many factors effect the ways of motivation. So to some extent ,this is also decided by economic level , family environment and education level.

An article mentioned about motivation one understands an inner state determining an individual to behave in such a way as to attain a certain goal,Ramona Todericiua (2013). Regarding motivation in relation to work, it can be defined as the availability of an individual to work intensely and consistently in order to realize the organizational objectives, with the hope that the effort made will lead to the realization of some individual objectives. These individual objectives, generated, finally, by the needs that the individual feels, are veritable reasons determining him to act and work in organizations. The one who have motivation will have high passion to do their work, the motivation is eager to work and from their intrinsic needs.

7 FINDING

The concept of motivation is abstract, it's hard to better understand what is the motivation and how to promote the employee have higher motivation to work as well as what is systemic incentive which have complete approaches to make employee keep their passion during their work.

Different people have their different character in an organization. We should focus on specific approaches during the work. The article about Modeling of Process Work Motivation in Hotels, which described employees of chair hotels would like to see more attention paid to the promotion of education. For employees in independent hotels, they are more motivated by financial benefits.The difference is also in the employees themselves and their needs, as well as in understanding the culture of the hotel. In chair hotels are employees proud that may be part of the brand and contribute to the achievement of business objectives. Also because they want to further develop, whether through training or improving vocational education.

The first one is to find the different needs of employee according the interviewed the ASJ company this week in Malaysia. The manager said different level employee still have different motivation ways. For lower employee, most of them only need reward to meet them, when it comes to the end of a year, the manager will give them more than 12 months' salary in order to motivate them. So money is very important factors for lower employee, because they don't have high knowledge and capability to do management job, and current job that work in the factory is very simple. However, for top level employee, they will more pay attention to the job satisfactory, that means they work hard not only because of the salary ,but also the important is they want to achieve their value and make them feel satisfied. At the same time, they will give the employee

fully relax time and opportunity to tell their issues during the eating time. And have meeting that explain to the managers in order to better understand what the problem employee faced and to deal with the problem.

The most important factors that can't ignore is communication , which can motivate the employee. Communication is an aspect that is vital for managing people. This is the only way in which a manager could asses which type of motivation method he needs to use and also one of the main channels for supporting all the developed activities in this perspective.The creation of familiar ties between managers and workers is a fundamental aspect of HR management in every knowledge company. Informal communication, caring and constructive behaviors and professionalism are crucial, as they enable managers and scientists to learn about each other and their work, thus providing the foundation for collaboration.

When we know different people's character and what they want and motivate them have high effective, then our organization will have high performance. For example, the employee who feel motivated, and avoid raising the salary,try to boost motivation by offering free rewards,Such as praise from a manager, as more time off. And then will decrease the cost of motivation. On the other hand, If employees sense an interest on the part of the organization,Offering them training, demonstrating trust in them and an intention to count on them in the long-term, such as the culture; skills of work; structure. Make an motivation action for those suitable people and have a good effect for organization. In addition, there are five basic elements of reward are: payment, short time incentives, long time incentives, money benefits, no matter how much they are. The financial incentives' plan must be conceived, not only to reward the performance, but to minimalism the additional effects, like conflicts and claims. Before starting a payment plan to motivate performance: individual employee performances, the payment's amount for high performance, individual performance motivation methods, submission. For a supporting and an efficient motivation, reward should be a prompt and an immediate one. Reward could work as an accelerator for the batterer of the performance and the productivity batterer; but only that is not enough, and, anyway, it is not a substitute for a good management. It's rather a part of it.

Consequently, reward just is one part of management and not is the best one, we should pay attention to the best effectiveness ways of motivation and take measures to motivate the employee. According to the mentioned below, it's good for company's management system that find the ways fit different people's motivation needs.

8. CONCLUSION

Through this article review, I reviewed 6 articles at least, and the first one is know the history of motivation, and different motivation theory have different opinion about motivation. I have better understand to motivation through relevant articles study. Some articles are abstract and hard to measure the ways of motivation. But another articles take some places as example, so about the factor or

ways about motivation easy to understand and I also have my own opinion to motivation.

Maslow Lower level---money is a motivator; however, it tends to have a motivating effect on employees that lasts only for a short period. (a benefit that cannot be sustained on a long term is better not offered at all because otherwise it will decrease the moral of the employee.) At higher levels --- praise, respect, recognition, empowerment, and a sense of belonging are far more powerful motivators than money. However, McGregor placed money in Theory X category and considers it as a poor motivator. whereas praise and recognition are placed in the Theory Y category and are considered stronger motivators than money. Likewise, McClelland asserted that workers could not be motivated by the mere need for money and in fact, extrinsic motivation (money) could extinguish intrinsic motivation such as achievement motivation. Herzberg differentiated hygiene factors from motivators in the length of time the particular factor continues to drive behaviors. The salary has a short motivational time span.

We can draw a conclusion that money is the lower and basic needs for individual , the most important, last long time motivation is intrinsic motivation ,pull motivation,which have good effect for employee.The acknowledgement of the importance of a proper human resource management is imperative for any organization that aspire progress. While monetary rewards certainly have an important role to play, managers should consider the lessons of the crisis and think about the best alternative ways to engage and inspire employees. Managers need to recognize remarkable talent, set clear objectives and performance metrics for each employee, and provide incentives and rewards that match each individual's motivation. Because money only extrinsic reward and can't attain the reality purpose of motivation. A company should consider the core ways of motivation, if reward last long time ,employee will amplify their desire to attain more reward, but company have limited human resource cost, so motivation system should focus on every individual's needs and take action.

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