



GLOBAL JOURNAL OF HUMAN-SOCIAL SCIENCE: A
ARTS & HUMANITIES - PSYCHOLOGY
Volume 14 Issue 3 Version 1.0 Year 2014
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-460X & Print ISSN: 0975-587X

When Money is not a Motivating Force in the Work Place

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Abstract- Each individual has a driving force that encourages their efforts to perform in the workplace. It can be anything: supporting their family, saving up for vacationing, achievement-even to survive. What we do know is that one has to ask what will happen if they perform well in the work place and if it's enough to keep them motivated to work. Employees ask themselves if I go the extra mile will I be noticed? Motivation is a critical factor that needs to be highlighted as one of the key focal points in an organization to achieve efficiency in the workplace. The individual will be productive in the workplace if the individual believes that their desirable goal or need can be reached. Some would argue that underneath that motivation, money plays a primary role for employees in the work place. To some degree, money can be one incentive; however it is not the defining reason for motivation. Non-monetary incentives can be just as effective to motivate an individual. Giving an employee a raise or offering a better salary does not guarantee job satisfaction.

GJHSS-A Classification : FOR Code : 939908



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When Money is not a Motivating Force in the Work Place

Sara Javid ^α & Angela Chapa ^σ

Abstract- Each individual has a driving force that encourages their efforts to perform in the workplace. It can be anything: supporting their family, saving up for vacationing, achievement-even to survive. What we do know is that one has to ask what will happen if they perform well in the work place and if it's enough to keep them motivated to work. Employees ask themselves if I go the extra mile will I be noticed? Motivation is a critical factor that needs to be highlighted as one of the key focal points in an organization to achieve efficiency in the workplace. The individual will be productive in the workplace if the individual believes that their desirable goal or need can be reached. Some would argue that underneath that motivation, money plays a primary role for employees in the work place. To some degree, money can be one incentive; however it is not the defining reason for motivation. Non-monetary incentives can be just as effective to motivate an individual. Giving an employee a raise or offering a better salary does not guarantee job satisfaction.

I. INTRODUCTION

The twentieth century has perceived an uprising in management theory ranging from classical theory to the Japanese administration approach and Management thinking, however, was slow to evolve during the century. There was a necessity to define what management was in the first occurrence as well as to operationalize it in meaningful terms for businesses. In that regard, the launch of the modern business management occurred primarily during mid-nineteenth century with the growth of a factory system, primarily within the piece goods industry, where computerization and mass assembly became the foundation stone of productivity (Gold, 2012). This paper will review related theories devised by the Hawthorn, Maslow and expectancy theory era and discuss how these different types of views can help organizations today better understand their employee's needs and come up with solutions on how to get employees excited about work. These theories help convey the importance on motivation within the employees' performance, communicate the financial incentives and their impacts as well as discuss types of job enrichments and rewards that will keep the employee motivated (See Appendix A, Figure 1).

II. RELATED THEORIES

The classicalists' theories initiated to be verbalized from one place to another during the late

and early 1900s while there are three major, early classical writers of great significance. Henri Fayol, whom of which employed in France, was truly an organizational theorist but was diverse enough to make a difference. Heri's theories of organization, though, kept in check motivation-related ideas. Further, he classified management into planning, organizing, regulatory, and directing the various differentiations utilized in modern day.

Behavioral theories define grass roots, their needs to play a role upon the motivation factor. Workforces seem to execute well when they are certain that their management is paying close attention to them in that this theory was first proven in the Hawthorne Studies (Handan Kepir Sinangil, 2001). Upon the two-factor theory persons' often spoke about the intrinsic factor such as the actual work itself – their experience upon achievements, accountabilities, and the encouraging factor. Moreover, during such, workers were frank about their extrinsic factors as well that of which described the salary, working conditions also. Therefore is some fundamental hygiene matters are not to be met there would be some dissatisfaction throughout the workplace (Handan Kepir Sinangil, 2001). A.H. Maslow introduced a hierarchy of needs, which include five needs: physiological, safety, social, self-esteem, and self-actualization in 1943. According to this theory once a need has been met, we move further up the latter of the hierarchy with the goal to satisfy the next highest need. "He also suggests that once we have satisfied a need, we will no longer be motivated to satisfy it further (A.D Timple p.65).

III. THREE THEORIES WITH A FOCUS OF MOTIVATION

Each individual has a driving force that encourages his or her efforts to perform in the workplace. Motivation is a critical factor that needs to be highlighted as one of the key focal points in an organization to achieve efficiency in the workplace. Attribution theory is perhaps the most powerful contemporary theory with effects for educational motivation (Handan Kepir Sinangil, 2001). Particularly, attribution theory combines behavior change in the sense that it stresses the awareness that students are strongly motivated by the enjoyable outcome of being able to have a high self-esteem (Gold, 2012). Further, it also incorporates cognitive theory and self-efficacy

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theory in that it emphasizes that beginners' existing perceptions will intensely effect the ways in which a student will read the success or disaster of their very own efforts while handing their future inclination to perform same actions (Handan Kepir Sinangil, 2001). Expectancy theory is when persons' perform at their best hoping that a rewards awaits. Equity theory may also play a vital role in motivation in that the employee experiences a good treatment from the company in which they are employed (Handan Kepir Sinangil, 2001). The Expectancy Theory argues "humans act according to their conscious expectations that a particular behavior will lead to specific desirable goals" (I. Books, p.83). This theory suggests that different levels of motivation can occur when possible outcomes can be achieved. Employee behaviors can be positive or negative depending on the individual's perception of the outcome. From a cognitive stand point, one has to ask what will happen if they perform well in the work place and if it's enough to keep them motived to work. The individual will be productive in the workplace if the individual believes that their desirable goal or need can be reached. Some would argue that underneath that motivation, money plays a primary role for employees in the work place. To some degree money can be one incentive; however it is not the defining reason for motivation. There is a way to motivate personnel without money. Non-monetary incentives can be just as effective to motivate an individual. Giving an employee a raise or offering a better salary does not guarantee job satisfaction.

IV. IMPORTANCE OF MOTIVATION IN EMPLOYEE PERFORMANCE

Motivation has been defined as: the psychological process that gives behavior purpose and direction (Krietner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Higgins, 1994); and the will to achieve (Bedeian, 1993). Motivation is operationally defined as the inner force that drives individual to accomplish personal and organizational goals. Whenever money is not a motivating force within the workplace there is often the ways at which an employee or employees may provide an act of dissimilarity for the sake of unattractive wages. This is when the motivation of employees starts to decline and the performance plummets – sometimes in the worst ways that of which the quality diminishes putting the organization in probable crisis. The importance of motivation in relation to the employee performance highly involves the methods of Human and Resource Administration that of which freely concentrate on social performance and employee enthusiasm. These days, such branch has become further vital to businesses as over-all quality of organizations are becoming more fashionable of engineering super vision

(Gold, 2012). Moreover, folks who retain great motivation are usually considered to have advanced work potential while they often produce the stronger quality of performance (Gold, 2012).

In a recent study by Sales force's social performance management division, Rypple, found some startling revelations that came to light. Recognition, for example, was one of the key factors that employees felt were lacking at their profession. Nearly 70% of employees said they would work harder if they were better recognized for their efforts.

The solution according to Rypple can be broken down into 3 components:

- *Coaching - Match employee talent, interests, and needs with the company objectives.*
- *Relationships - Build personal, trusting relationships with employees.*
- *Dialogue - Encourage open and frequent conversations with employees to head off problems that lead to disengagement.*
- *The need to be noticed: 78% of employees cited recognition as the main motivating factor in their career.*
 - *69% of employees said they would work harder if they were better recognized*
 - *52% of employees were not satisfied with the level of recognition they received*
 - *49% of the employees said they would leave their current job for a company that clearly recognized employees for their efforts*
 - *39% of employees did not feel appreciated at work.*

V. FINANCIAL INCENTIVES AND THEIR IMPACTS

Interestingly enough, employee bonuses and possible stock options are often methods to progress personnel performance. However, these methods may also lead to unethical demeanor, ignite turnover as well as encourage resentment and dissatisfaction (Gold, 2012). In its place, it is said that employers should be more attentive to the intrinsic motivation employees. This is more of a means to propose better jobs that favor the employee but also deliver chances to make independent selections, improve skills, and perform the tasks of a greater significance while constructing more expressive relational connections (Handan Kepir Sinangil, 2001). As soon as quality fiscal incentives are put in place, numerous employees will have high expectations while often crossing the ethical limits in the hopes of earning them while assuming that the ends warrant the means (Handan Kepir Sinangil, 2001). On the contrary, when we value a reward, we often take the shortest, informal trail to achieving such –further encourage self that we are always right (Gold, 2012).

VI. JOB ENRICHMENTS

“Many employees may have the ability to do a job, but just may not be functioning at their full potential because they are not being adequately motivated” (A.D. Timple, p.65). The solution to avoid this problem is job enrichment and finding different techniques to keep the motivation at work (See Appendix C, Figure 1.3). According to Timple, these techniques can be broken down into team efforts, increased participation, job rotation, and job design (p. 67). This enables the employee to go outside of their daily job routine and enhance self-dependence and participation. Getting employees involved in a group project or assigning them into a team to solve problems can make them feel part of the organization. Allowing them to be part of a decision in the organization can promote self-worth and can therefore lead to job satisfaction and work motivation. Enhancing working conditions, where input into managerial decisions can be open to regular staff. This will create an open door policy avoiding the employee from feeling restricted and unable to have a say in daily decisions that involve them.

Demotivation can be present in the work place if the employee is constantly doing the same routine. Over time if they are not challenged enough this can lead to boredom. Once the level of boredom has been reached, the employee becomes unengaged and dissatisfied. Job rotation allows the experience of different tasks avoiding routine. Another motivator is Job redesign, which “takes an employee’s existing position and makes changes to encompass great responsibilities, greater control, more frequent feedback, and more varied job responsibilities” (p. 67). Developing a unique job design for each worker would create a challenging work environment that will motivate the individual to participate.

VII. OTHER FORMS OF REWARDS

Additional rewards within an organization are contingent upon an employees’ status within – their level of performance primary education as well. Other forms of rewards are often likely upon the budgeting as well as the company’s tasks and the CEO budgets. Additionally, there are incentives that may appease the employee – major promotions, company vehicles, travel bonuses, ownership options and so on. In essence, business managers may use more than a few policies to progress employee gratification and motivation (Handan Kepir Sinangil, 2001). Non-monetary offerings that employees will value such as benefits: vacation days, free lunch, and/ or cafeteria benefits. The standard of shoring up or actions modification theory recommends that rewards and penalties may respectively regulate employee performance. Employee recognition where managers get to know your employees show them you

appreciate the hard work. This can be done with awards and testimonial dinner where the employee is getting recognized. The employee will feel motivated to work knowing that there is a reward ahead. They will want to come to work excited knowing that there is a possibility to grow and advance in the workplace; job security. Enriching the physical surrounding such as colors, personal possessions, and office arrangements can contribute to the attitude and mood of the employee.

VIII. ENVIRONMENT AND CHOICE OF MOTIVATION

There is no question that employees perform stellar when they have access to their own space. For example, though technology working areas are more probable to be open-plan the project that is repeatedly understood as a sidetracking productivity-spoiler, most technicians and engineers are usually gain the added wherewithal and the advanced capability of stronger focus. Satisfaction of an employee within the workplace increases the probability of innovation and advanced performance, therefore, employers must sustain the motivation theories that will increase all.

IX. CONCLUSION

This essay communicated the subject of business, when the money is not a motivating force within the workplace and showing that money is not necessarily an incentive to get an employee motivated. It is crucial to recognize and pay attention to what people’s needs are and wants (See Appendix B, Figure 1.2). Neglecting this topic of motivation could negatively impact the productivity and workflow of an organization. Moreover, it conversed theories devised by the Hawthorn, Maslow and expectancy theory era, provided three theories with a focus on motivation as well as conveyed the importance on motivation within the employees’ performance. Furthermore, this document communicated the financial incentives and their impacts, types of rewards and an example of the environment and choice of motivation that of which will make a better workplace within society.

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Appendix - A

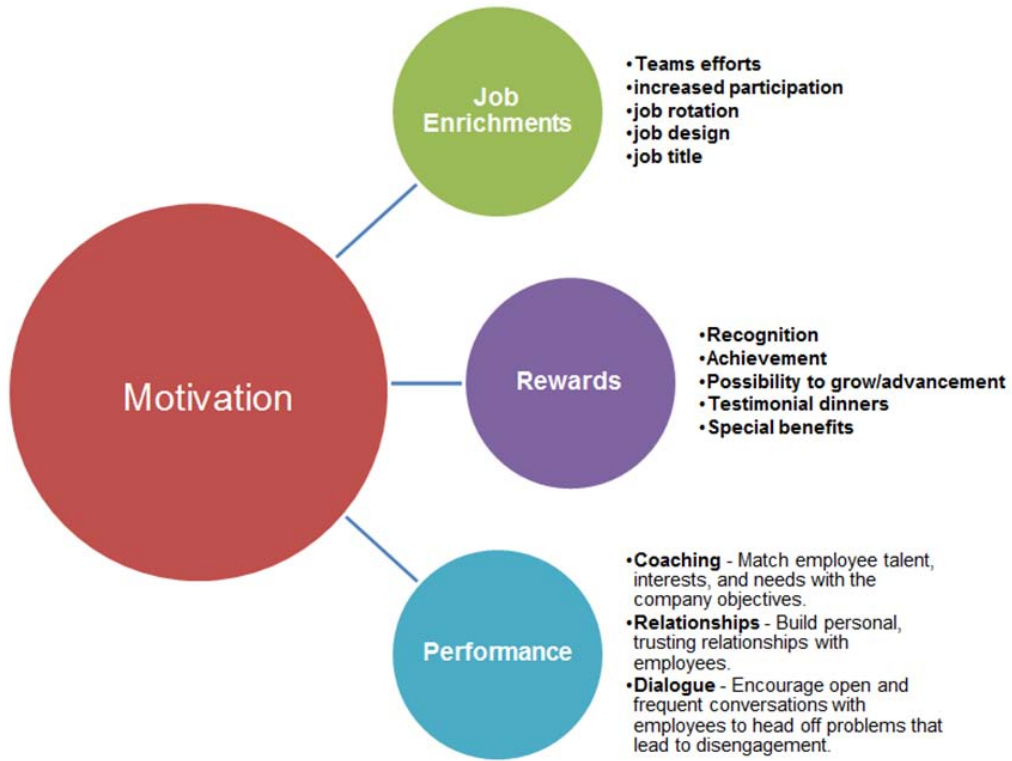


Figure 1

Appendix - B

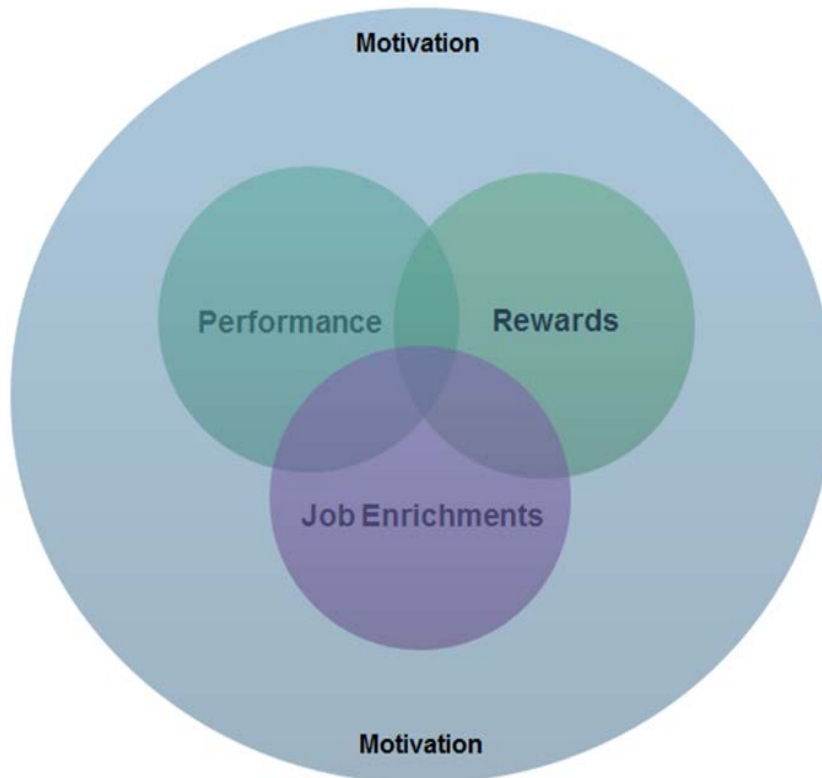


Figure 2

Appendix- C



Figure : 1.3



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