

Literature Review on Employee Motivation

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Abstract: Employee motivation is a very important area of organisational management and has a significant impact on organisational success and employee performance. This paper reviews the relevant literature by synthesising and analysing it in terms of theoretical frameworks, motivation theories, motivation measurement and influencing factors. The results show that employee motivation has a significant positive impact on individual behaviour and performance and is influenced by a variety of factors. However, there are some shortcomings in the current study that require further in-depth research.

Keywords: Employee motivation, Organisational management, Motivation theory, Motivation measurement, Influencing factors.

1. Introduction

Employee motivation, as an important concept in organisational management, has a significant impact on organisational success and employee performance. It refers to the level of behaviour and effort exhibited by an individual in performing a work task. The development of employee motivation research can be traced back since the 1950s and involves numerous theories and approaches. This paper will provide an overview of employee motivation in terms of theoretical framework, motivation theories, motivation measurement and influencing factors.

2. Theoretical Framework

The theoretical framework of employee motivation mainly includes Hierarchy of Needs Theory, Expectancy Theory and Self-Determination Theory. The Hierarchy of Needs Theory was proposed by Maslow in 1954, which suggests that humans have multiple levels of needs, ranging from physiological needs to self-actualisation needs. Expectancy theory was introduced by Wirlid in 1964 and emphasises that individuals predict future outcomes based on their behaviour and effort. Self-determination theory was proposed by Ryan and Dacey in 1985 and suggests that individuals are motivated for work by intrinsic need satisfaction, autonomy and goal orientation.

3. Motivation Theory

Four early theories of motivation were born in the 1950s: Maslow's Hierarchy of Needs Theory (which suggests that there are five levels of needs within each individual: physiological, safety, social, respect and self-actualisation), McGregor's Theory of X and Y (which proposes two distinct assumptions about human nature: one is essentially negative and is known as Theory X; the other is essentially positive and is known as Theory Y), and Herzberg's Two-Factor Theory (also known as Motivation-Health Theory, which proposes a two-dimensional continuum: the opposite of "satisfaction" is "lack of satisfaction", and the opposite of "dissatisfaction" is "lack of satisfaction", and the opposite of "dissatisfaction" is "no dissatisfaction". Factors

such as quality of management, level of pay, company policies, work environment, relationships with others and job stability are summarised as health factors; factors related to the work itself or to the direct results of the work, such as opportunities for promotion, opportunities for personal growth, recognition, responsibility and achievement are referred to as motivational factors) and McClelland's theory of needs (which focuses on three main types of needs: achievement, power and belonging).

Some of the early theories of motivation were mere assumptions that did not stand up to rigorous scrutiny, lacked research support, and some were very difficult to measure. Contemporary theories of motivation, on the other hand, are all supported by a large body of evidence, and in particular unpack human motivation at work.

Contemporary theories of motivation include the following seven: self-determination theory (people enjoy the sense of control they have over their actions, so motivation is undermined when tasks that are enjoyable to do become an obligation rather than an autonomously chosen activity), work engagement theory (it is something deeper that drives employee performance, including: the characteristics of the job and the resources that can be accessed; the fit between personal values and match of organisational values; motivating employees to develop a sense of purpose), Goal Setting Theory (people have a willingness to work to achieve their goals and individual goals guide their actions. Goals that lead to high performance have the following characteristics: clear and specific; difficult but accepted goals and feedback in achieving them), self-efficacy theory (see Unit 1), reinforcement theory (this is the behaviourist view that reinforcement shapes behaviour, does not take into account the internal state of the individual, does not focus on what specifically motivates behaviour, but provides powerful tools to analyse what controls behaviour), justice theory (employees will compare what they get out of their work with what they put into it, will compare their own input-output ratios with those of others, and will generate different levels of motivation based on the comparisons, which in turn lead to different behaviours and strategies), and expectancy theory (when an employee believes that effort will lead to a good performance appraisal, and that good performance appraisals will lead to organisational rewards and that these rewards will satisfy the employee's personal goals, they are more motivated to put in more effort)

4. Motivation Measurement

In order to measure the level of motivation of employees, researchers have developed a number of motivation measurement tools. The most commonly used is the Work Motivation Questionnaire (WMQ), which was developed by Professor Amram in 1993 and has been used extensively in empirical research. In addition, there are some domain-specific motivation measurement tools, such as the Learning Motivation Questionnaire, the Sales Motivation Questionnaire, and the Entrepreneurial Motivation Questionnaire.

5. Influencing Factors

Work motivation plays a great function in the work of employees, then the factors affecting work motivation, it is necessary to get a clear analysis, and then for each factor, maximise the improvement of employee motivation, is the enterprise to retain talent, improve competitiveness must be done. Employee motivation can be broadly divided into the following two aspects.

Self-factors. Achievement Motivation: It refers to the motivation that a person has to try to pursue and achieve the goal. Its characteristics are as follows: Firstly, people's behaviour in various activities is always directed to a goal, and they want to make their behaviour achieve better results than others. Secondly, achievement motivation enables people to correctly deal with setbacks and failures in adversity and show extraordinary perseverance and resilience to finally overcome difficulties. Thirdly, achievement motivation is one of the motives in the whole motivation system, and it interacts and penetrates with other motives. Self-efficacy: refers to a person's subjective judgement of whether he or she can successfully carry out a certain achievement behaviour, which is synonymous with the sense of self-competence. It is synonymous with the sense of self-competence. In the work of the specific performance, self-efficacy of high employees, the work of a positive attitude, that they are capable of undertaking the work: self-efficacy of low employees, there will be a kind of passive avoidance of the work of the attitude, which affects the positivity, resulting in lower work efficiency. Therefore, enterprises in the allocation of staff work tasks, must seriously consider the staff's self-efficacy, while increasing the training of employees to improve staff self-efficacy, so that employees with a positive, progressive mindset to work.

External factors. External factors come from outside the individual. The external factors that usually affect work motivation are money, grades, coercion, and punishment. Competition in general also falls under the category of external factors as it encourages people to beat and outperform others rather than enjoying the rewards inherent in the behaviour. Research by social psychologists has shown that extrinsic rewards can lead to motivational biases, with good externalities increasing employee motivation and conversely bad externalities greatly diminishing it. Creating good external factors and satisfying the psychological and physiological needs of employees will be extremely beneficial in increasing their motivation.

The influence of supervisors on employees' motivation to work together. Supervisors are the source of the employee's work instructions and the main evaluator of the employee's work performance, and the interaction between supervisors and employees plays a very important role in influencing the

employee's work attitude.

Self-motivation. Self-motivation refers to the psychological characteristic of an individual to work hard for a set goal without external rewards and punishments as a means of motivation. Self-motivation is the engine of one's success. It is difficult to encounter a variety of setbacks and failures in the workplace, which will reduce the employee's motivation to achieve and doubt his or her own ability, so it is necessary to constantly self-motivation in order to maintain a strong motivation to achieve and a high level of self-efficacy. Self-motivation is an internal adjustment of the employee, but at the same time, the company can also strengthen the employee's self-motivation ability through training, employee activities and other ways. At the same time, objective individual characteristics such as gender, age, education, family and other intrinsic factors are also the main factors affecting the motivation of employees.

Colleagues' influence on employees' motivation to work together. Good interpersonal interaction and working atmosphere between colleagues will greatly improve the sense of belonging of employees, and then mobilise their motivation. Psychology has a famous theory called "the herd effect", refers to the surrounding people are working hard, they will also be involuntarily affected by their own initiative to work hard. It can be seen that a good working atmosphere to improve the work of the entire staff group has a great impact on the enthusiasm. So business managers, in the efforts to improve employee motivation, not to ignore the impact of colleague relations on employees. Sometimes it is necessary to learn to use the mutual influence of colleagues colleagues to improve the work motivation of the entire work unit.

Work Motivation. Undoubtedly, appropriate incentives can stimulate the enthusiasm of employees, improve their work efficiency, which requires a set of perfect incentive system, the appropriate incentives will certainly play an immeasurable role in the increase of the enthusiasm of the enterprise employees, on the contrary, if the incentives are not appropriate, on the contrary, it will make the employees feel that it is not fair, which in turn affects the employees' attitude to work.

The work itself. For a piece of the same work, different employees will have different attitudes, which requires managers to have the ability to distinguish the staff's work orientation, and the appropriate adoption of the staff's own work will not be set in stone to let the staff to do the work he does not like, the correct distribution of work, can effectively improve the enthusiasm of the staff. In addition, the company's corporate culture, letter from, whether the channel is open, the work of the innovative atmosphere, etc., are affecting the enthusiasm of employees. The whole company's environment is the external factors that affect the employees' work motivation. As a corporate manager, shaping the corporate culture, establishing the spirit of the enterprise, and improving the reputation of the enterprise in the whole field will have an impact on the motivation of the employees from the inside out.

6. Field of Application

Employee motivation has important applications in different fields. In organisational management, the question of how to increase the level of employee motivation is an important topic. Research has shown that measures such as providing an appropriate incentive system, developing a good

leadership style and creating a positive work environment can increase the level of employee motivation. In addition, employee motivation has a significant positive effect on organisational performance and individual performance.

7. Conclusion

Employee motivation, as an important concept in organisational management, has a significant impact on organisational success and employee performance. However, there are some shortcomings in the current research. Firstly, the development of motivation theories needs to be further improved and refined. Second, the use of motivation measurement tools still has some limitations and needs further improvement. Finally, future research could also explore the differences and influences on employee motivation in different cultural contexts.

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