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# Knowledge Gaps in Employee Motivation and Organizational Productivity Research

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## ABSTRACT

The issue of motivation has repeatedly posed significant challenges to companies around the world, especially in manufacturing companies, where a high level of productivity plays an important role in determining profitability, growth, development, stability and future growth. The organization plays a role in the success of a company. Therefore, to successfully gain a competitive advantage over your competitor and avoid a steady decline in the productivity of your employees, you must ensure that the employees are properly motivated. The main purpose of this study is to examine the effect of employee motivation on organizational productivity. We reviewed extant literature on employee motivation. theoretical antecedents, conceptual frameworks and empirical review were conducted to be able to identify knowledge gaps in literature. Our objective is to set the stage for further studies on motivation using an identifiable case study.

**Keywords:** Motivation, Productivity, Organization, Employees, Employers, Stability, Growth, Development

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## 1. INTRODUCTION

Motivation is an internal or external driving force, which makes people willing to act with a certain purpose. The first aspect of employee motivation is described as internal motivation, because employee motivation comes from within the individual. The second aspect is external incentives, which are applied by the organization. This is because employees are motivated to identify with the organization to meet and achieve its organizational goals, needs, and desires. Armstrong (2006). Active employees can increase employee productivity and enable the organization to achieve higher levels of production. If employees are not motivated at work, they are likely to use their desk/department time to go online or do other things for personal pleasure, or even find another job. This is a waste of time and resources for employees and employers. Employee motivation is very important to all companies because it brings benefits to the organization. Strow (2011). Employees are the lifeblood of an enterprise.



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Employees' feelings about their work and the results they obtain from their work directly affect the performance of the organization and ultimately affect the stability of the organization. For example, if an organization's employees are motivated and dedicated, they will achieve organizational goals at all costs and track organizational performance to deal with any potential challenges. The method, motivation and dedication of these two pillars establish the stability of the organization. Wargborn (2008). An organization with unmotivated employees is completely vulnerable to internal and external challenges simply because its employees do not try their best to maintain the stability of the organization. Ultimately, any unstable organization will perform poorly. Putra, Seonghee and Liu, (2015).

Every organization needs to attract and retain employees so that they can continue to effectively complete their work to increase productivity. If managers have a good vision, employees will be motivated to do their job well. To motivate employees, they should not be ignored because dissatisfied employees perform or give unsatisfactory results. Managers must understand each employee's behavior and must motivate them through rewards. Different types of reward strategies and practices should be implemented to improve the effectiveness of employee motivation. Putra, Seonghee and Liu, (2015). The success of any organization depends on the members of an organization; If employees and employers are not motivated, the work spirit will be poor and productivity will be drastically reduced. To have fun with rewards in an organization, you need to understand what the reward system is and its importance. Also, how should it be used to motivate each employee individually? To achieve positive employee behavior, a win-win situation is required, which can only be achieved through incentives and the implementation of a reward system (Nwobodo, 2012).

The importance of the reward system in daily performance; People's performance is improved through incentives, and reward programs are important to increase motivation. When employees are rewarded and appreciated for their outstanding work, they are motivated and loyal. The degree and effectiveness will increase (Jibowo , 2007). Any organization should pay attention to the reward system. For example, a customer service representative can advise your organization to properly implement the reward system to improve efficiency. Organizations need to provide employees with the best and favorable working environment and work balance, so that they can freely express their ideas and opinions, because due to dissatisfaction, the organization will perform poorly and employees will no longer be engaged. A happy employee will be a productive employee, an organization that makes employees happy; motivation plays an important role, and different types of rewards can be used, which will affect employee performance. The right incentive plan can motivate employees, so a sense of commitment and trust needs to be established to allow employees to work better and more efficiently. Oladipo and Abdul Kadir. (2014).

To improve the productivity and efficiency of any organization it is necessary to recognize and authorize the enthusiasm of employees, that when employees are appreciated for their work and when they perform well, they will feel inner satisfaction and greater productivity. The employees of the organization must also participate in the decision-making process so that their interest in the objectives and performance of the organization increases. If employees are involved in the decision-making process, it will also increase their enthusiasm and enthusiasm, and the extent to which they complete their duties will also increase.



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## 2.1 THEORETICAL FRAMEWORK

### 2.1 Theoretical framework

Various theories have been devised regarding the concepts of motivation and productivity, and these theories explain this research. They are:

1. Abraham Maslow's hierarchy of needs theory
2. Two-factor theory
3. Expectation theory

#### **Abraham Maslow's Hierarchy of Needs Theory**

Motivation and personality in the coronation book. Abraham Maslow defended the hierarchy of needs theory (Maslow, 1954). He pointed out that human needs can be divided into five groups, which can be coordinated in a strong order, from most important to least important. These needs include the needs of belonging, physiology, safety, admiration, and self-realization. It gives the impression that a person is mainly to satisfy his physical needs before pregnancy. This is because physical needs, also called basic needs, are essential for individual survival.

Therefore, once these basic needs are met, upper-level individuals no longer understand them as the main motivational element for meeting security needs. When meeting the self-update requirements, the process was suspended with a delay. In the workplace, this logic is reasonable to a certain extent, because workers who lack the necessities for continuous survival, such as air, water, and food, are difficult to substantially invade productivity, so hard work does not play a big role in work. . The theory is based on the impression that individuals are driven by unfulfilled needs, and that the satisfaction of the needs at the bottom of the pyramid will only lead to the satisfaction of the needs at the top (Maslow, 1954).

In a business environment, this means that if employees are no longer able to meet their wishes, they will lose their willingness to work and perform well in completing work for the organization. Maslow believes that needs cannot be completely imitated, so that a more or less satisfied need is no longer an incentive. Therefore, managers trying to increase productivity need to recognize the position of their employees relative to the hierarchy so that they can be motivated accordingly by accepting that incentive tools must meet their wishes (Robbins, 2001).

The theory familiarizes the company, especially in the field of management and understanding of elements that awaken or influence worker behavior and the level of performance within the company. The theory states that individuals have various active needs at different times, and only unrealized needs can affect behavior (Obikeze, 2005). Therefore, in order to motivate employees in the workplace, managers must ensure and understand the current needs of employees. The above needs include Abraham Maslow's hierarchy of needs from low-level to high-level. He advises people to first try to address the needs that are most important to them. Employers seeking to improve employee performance must find ways to meet their needs. This is because workers are only interested in performing well if their needs are well met.

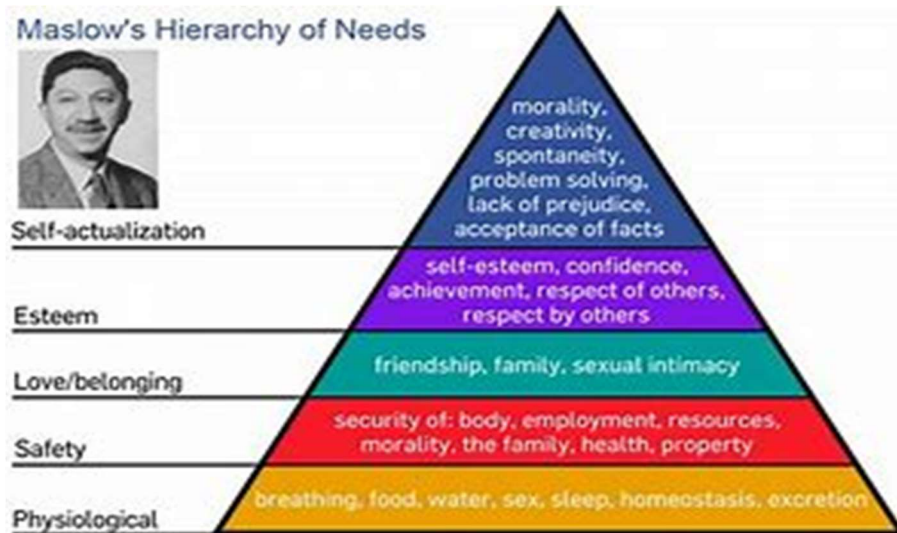


Figure 1: Maslow's Hierarchical Needs Theory:  
Source: Maslow (1954)

Abraham Maslow obtained a needs-based theory of motivation. Humans are epic and complex creatures, with many motivations for their behavior both on and off work. These are perceptions of higher performance and personal productivity.

### Expectancy theory

The theory pays particular attention to the personal valuation of the labor force and its workplace. Evaluate employees' behavior based on their hopes and aspirations (Purvis, Zagenczyk, and McCray, 2015). The theory describes two main interests; the first problem is that, regardless of the various possible outcomes, only when employees are convinced that the final result or the result will update a specific level of performance, they will have the motivation to work hard for the organization (George & Jones, 2012). The purpose of this is that if members of the workforce lack confidence in their performance at a certain level, then the desire to perform the job effectively will be reduced or lost (George & Jones, 2012).

The anticipation theory that contradicts the theory of necessity is a theory of action. It has to do with the diversity that exists in the workplace, because it takes into account the workers' recognition of their thoughts, opinions and concerns about their attitudes and behaviors at work (Purvis, Zagenczyk and McCree, 2015; George and Jones , 2012). Another problem is that if the performance of workers at a certain level generates favorable results, they will only be promoted at a certain level (George & Jones, 2012). Schedlitzki & Edwards (2014) linked the trajectory goal theory with the expectation theory premise, that is, if workers believe they have the potential to complete the task and achieve the expected result, and this result expected is of great value to them. The theory holds that only when the results of both are positive will workers be willing to devote their energy to work. This means that the enthusiasm of the result is obtained to be associated with a specific action, so that the performance of the workforce depends to a large extent on its positive attitude towards the result (Vroom, 1964; Lin, 2007).



**Figure 2: Vroom's Expectancy Theory**

Source: Vroom (1964)

From the previous figure, the valence is related to the value of a particular result for the members of the work and the need to achieve it (Estes & Polnick, 2012). They also stated that if the members of the workforce are more willing to achieve the result, then the result is positive for the workforce.

### **Two-Factor Theory**

Frederick Herzberg pointed out that two sets of completely determining factors determine the behavior of employees in an organization. These include hygiene and motivation factors. Herzberg found that the factors that seem to ensure employee job satisfaction are related to job skills or certain aspects of the job itself, and call them motivating factors, while factors that seem to cause employee dissatisfaction are related to the work environment; he calls them It is a hygienic factor (Herzberg, 2000; Lumley, Coetzee Tladinyane and Ferreira, 2011). Motivated and satisfied employees are more likely to increase productivity than those who are not motivated and satisfied. Therefore, the theory believes that business managers must eliminate the motivation and satisfaction factors that determine the best performance. The theory of motivational hygiene points out that hygiene factors, including salary and benefits, supervision, policies and the company's work environment, are the key to avoiding job dissatisfaction and motivational factors.

The factors of hygiene are components that eliminate dissatisfaction when they exist; such as basic needs, company Policies, work environment, status, supervision, salary, etc. Motivational factors are those components that cause loss of motivation and disinterest in work when it is not finished, which can cause employees to seek work outside the organization Hygiene factors are described as important maintenance factors to avoid dissatisfaction. On the other hand, these factors alone cannot determine employee job satisfaction and high levels of motivation. These components are not directly related to work, but to the work environment (Smerek & Peterson, 2007). These ingredients are environmental health factors, because their existence ensures a reasonable level of atonement and their absence can cause dissatisfaction.



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Herzberg arrogantly asserted that the lack of a clear factor that can cause dissatisfaction among employees is considered a hygiene factor. These elements mainly focus on the characteristics of the work. The existence of these factors may not guarantee employee enthusiasm, but the lack of them can lead to dissatisfaction.

These elements include:

- a) Working conditions
- b) Salary
- c) Personal relationships at work
- d) Job security
- e) Level and quality of supervision
- f) Business policies and management processes

Disregard for criticism of the two-component theory, which is still very important to the organization. It requires managers and their organizations to continually ensure the adequacy of hygiene factors to avoid dissatisfaction among employees.

## **2.2 Conceptual framework**

The following concepts are used in this research:

### **Motivation**

Jennifer and George (2006) identified motivation as a mental force, which controls the center of individual behavior in the organization, the level of individual effort and the level of conclusions and obstacles that individuals face when facing. Furthermore, he announced that even with permitted strategic and administrative structures, an organization can only be productive if its employees are motivated enough to perform at a higher level. I agree with the suggestion by James and Stoner (2009) that motivation can be viewed as human psychological characteristics that contribute to personal loyalty to goals. It constitutes several elements that guide, provoke and sustain personal behavior in a specific way. He also said that motivation is one of the factors that affect organizational productivity and performance levels, respectively.

Agbeto (2002) also stated that motivation is anything that pushes an individual towards a specific goal. Beach (2005) describes motivation as the individual's willingness to expend energy to achieve a set goal. He believes that motivation is related to a person's enthusiasm for a particular pattern or behavior. It further assumed that a person's ambitions, needs, and desires can determine, guide, and control their posture. Davies (2005) proposed that the concept of motivation means that what happens within a person leads to certain behaviors. Regarding the organization, he emphasized that the lack of motivation is a sufficient reason why employees cannot obtain satisfaction in their work.

From the above definition it can be said that, as a whole, motivation is more or less fundamentally related to those forces or elements that activate certain human behaviors or behaviors. It can also be deduced that creating a truly motivated work environment has a positive impact on employee performance. This is because employee motivation is the essence of the field of organizational behavior, and high-level motivation encourages employees to be highly productive and perform better at work.



However, creating such an environment remains a challenge for managers and the entire organization. This problem may be based on the fact that the level of productivity of the organization increases with the level of enthusiasm of the employees.

Arnold et al. (1991) established the three components of motivation, namely

1. Effort: the degree to which a person tries
2. Persistence: how long a person keeps trying (Armstrong, 2006)
3. Direction: what the person you are trying to do

Motivation is diverse: the two most important components are:

1. The power of personal participation
2. What activates people?

Motivation refers to actions and the internal and external forces that determine a person's choice of action. Motivation is usually intentional: Motivation is obtained under the control of worker behavior determined by motivation, such as the effort invested, and they are regarded as choices of action.

### **Forms of Motivation**

Motivation, that is, the natural driving force that meets needs and motivates people and encourages good work, ultimately comes from within the individual. People are motivated by various things and the two types of motivation are internal or external. Intrinsic motivation is a person's internal desire to do something, so it generally applies to himself. For example, pure interest in a project or positive recognition from colleagues are examples of intrinsic motivation. On the other hand, extrinsic motivation leads to actions taken to obtain material or social rewards or to avoid punishment. The source of this motivation is the result of the behavior, not the behavior itself. Extrinsic behavior requires workers to work hard or work overtime to reap the rewards that follow. Employees may not like this task, but they will be motivated by additional benefits, rewards, etc.

### **Employee well-being**

Well-being is determined to be a structure that encompasses physical, financial and mental health, as well as interpersonal relationships and a sense of belonging, not just the absence of complaints or injuries. It is an integral ideology that considers the conscience of the individual as a whole in their own physical and mental land (Lu, Cooper & Lin, 2013). Most organizations even allow employees to take sick days without being deprived of your salary. Some people even deprive them of employees who do not take sick leave by giving them additional wages (Mathis, 2003). Shellengarger (2001) also believes that managers give employees paid vacations, vacations, free lunch and relaxation time, vacations, etc. This is to ensure that employees remain healthy and motivated, thereby improving their effectiveness and efficiency at work. The workplace brings high productivity.

In recent years, building employee wellness in most organizations has become a topic of great interest to people. In today's world, increasing dependence on general market power places a considerable burden on the working class and people of working age in the delivery of goods and services. Therefore, this has an adverse effect on the health, safety and general well-being of the workforce. Therefore, the well-being of the labor force cannot be underestimated, because workers have similar needs, both physically and emotionally.



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These needs can be changed from safety, well-being, health, and their sense of being able to cope with life. Employees are now seeking help from their organization to achieve this goal, because a lot of their time and life are devoted to work. Most business executives around the world understand the requirements for a healthy workforce because they are critical to improving the productivity and financial performance of the organization. Therefore, most organizations have taken huge steps to try to change the well-being of their employees by implementing various health and productivity programs aimed at promoting employee well-being. Baase (2009) stated that there are verifications that show that the health and well-being of the proletariat power of an organization is inseparable from its level of productivity and the health of the country's economy. Therefore, employers are also well aware of the importance of wellness plans and are involved in trying to improve employee wellness through a number of health protection and promotion plans.

Finally, for health and wellness programs to be successful, organizations must be able to effectively connect with their people and ensure that high-level concerns that may be called individual employees and their relationships are being addressed. Some of these issues may include health-related behaviors, benefits, current and final financial situation, and your experience in the workplace. Without a doubt, the human attitude provides some advice on how to maintain health and the best return on investment in productivity. Baase (2009).

### **Relationship with Colleagues**

A good relationship with colleagues is very effective in devaluing the focus of work and promoting harmony among employees in the organization. This can be achieved through coordinated social functions, aimed at facilitating connections between human members. Building effective relationships between employees and colleagues can also guarantee job repair (Altinoz et al., 2012). This relationship with colleagues creates room for flexibility in work planning, workload distribution, etc. Taking into account the level of productivity at work, the interaction between colleagues plays an important role in determining the behavior of employees. When employees are happy, it can usually be attributed to the notion that they are complacent about their work. This is also reflected in the quality of their work. Employees who get pleasure from working with colleagues are driven to transcend personal factors and are often engrossed in their work (Robbins 2004).

The type of relationship between employees in terms of colleague support is highly decisive for their function and productivity (Schaubroeck, Cotton & Jennings, 2005). The relationship between employees and their colleagues describes the affiliation that exists between employees at the same level in the organization, and there is no form of authority between each other. Employees who are strongly supported by colleagues work very hard and find their workplaces are friendly. Cummins (2010) believes that employees who have appropriate relationships with colleagues are mostly prosperous and efficient in the workplace, even if their work is under pressure. This means that colleague affirmation is very necessary to denigrate pressure. Sánchez, Mayo, Pastor, and Rodríguez (2012) also recognize that the affirmation of colleagues is essential to increase productivity in the workplace.





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Therefore, employees who get along well with colleagues and like to work with colleagues, especially when they are fully focused on teamwork, will be very efficient. These employees tend to be more dedicated and motivated because of disputes with peers who lack this relationship with colleagues. This means that they work more efficiently and faster while considering the success of the organization (Hoobler & Brass, 2006).

### **Relationship with Managers**

Companies and managers have the responsibility to meet the needs of employees. This can be achieved by ensuring that employees are affected in the decision-making process, receive feedback on criticisms and trust them to achieve behavior and performance, as well as with their managers they enjoy personal or friendly relationships rather than purely professional relationships (Sinha and Bajaj, 2013).

Confirming the proper relationship with the organization's employees is the primary and effective way to closely monitor, evaluate, and control employee productivity gaps. It also fosters personal efficiency, efficiency levels, and employee productivity, because when managers spend time building and improving relationships and guiding employees in their respective roles, they in turn produce higher quality work. Only through this appropriate relationship and strong management sensitivity can a merged entity be established (Chapman and Goodwin, 2001).

The relationship between workers and their managers describes the level of relationship that exists between workers and their superiors (that is, supervisors, managers or bosses at multiple levels in the hierarchy of the organization), even if the manager is capable or has a certain degree of power over them. Employees who enjoy high recognition from their superiors persevere and find their workplace friendly.

Since employees are the backbone of the organization, if managers want to obtain a high level of productivity from employees, they must ensure that they establish a friendly relationship with employees based on trust and mutual respect. Therefore, managers must ensure that their organizations adopt well-thought-out and well-structured measures to establish the foundation of a strong relationship with employees (Rai, 2013).

Relationship management with employees is the reserve of all organizations. Ideal and effective employees, because this promotes personal interaction between employees and colleagues and their managers. The relationship of mutual respect between employees has a positive impact on the success of the organization. Vineet, Sinha, and Bajaj (2013) pointed out that a good relationship with the manager can help increase the organization's loyalty, morale, and sense of security. Emphasizes the stability, performance, development and progress of employees in order to modify the competitive advantage of the organization. It instills a sense of belonging and harmony among employees, while leaving room for the development of common responsibilities, thereby enhancing employee performance, determination, confidence, and productivity. This, in turn, will change and encourage them to increase organizational productivity. In addition, it simplifies organizational conflicts and promotes trust and understanding among workers.



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## Reward

Reward refers to the amount of money and benefits that employees receive from their organization in exchange for their contribution to the organization (Hamidi, Saberi and Safari, 2014). This really meets the material, social and psychological needs of the individual (Altinoz, Cakiroglu & Cop, 2012). Reward or compensation is related to general satisfaction and more closely related to salary satisfaction (Lumley et al., 2011).

Employees receive different types of benefits in the form of wages, salaries, and compensation. Most people with good education, relevant skills and experience are often dissatisfied with their work package and salary, leading to high turnover and low productivity. Therefore, these organizations develop compensation plans to minimize turnover and motivate them. In summary, it can be said that rewards motivates employees to achieve better performance and higher levels of productivity.

Overtime, rewards can also be in the form of fringe benefits. The focus is on maintaining the quality of the workers' lifestyle, taking into account their family relationships and providing them with a certain degree of security and financial protection. Some common examples are: retirement or pension plans, health insurance, education and vacation reimbursements. Fringe benefits are forms of indirect compensation that are provided to workers or groups of workers as members of the organization (Matthias and Jackson, 2003).

To avoid a decline in employee productivity, workers also need health and safety packages, job security, and proper working conditions (Hamidi et al., 2014). According to Allis and Ryan (2008), the cost of reimbursing workers in the form of payments, wages and other benefits is a huge and growing part of operating expenses; however, if such payments and benefits are not provided to employees, productivity may decrease. In other words, when reasonable compensation is tied to performance, employees will be more diligent and productive.

## 3. HOW EMPLOYEE MOTIVATION AFFECT EMPLOYEE PERFORMANCE

The degree of motivation of employees at work depends on their productivity at work. Motivation is expected to have a positive impact on the quality of performance; high-enthusiasm employees show higher job and life satisfaction. Motivation Leads to a High Level of Employee Initiative and Creativity In situations that are difficult to monitor, motivation is extremely important in determining high-quality performance. The quality of employee performance can be assessed using three separate employee performance indicators. The first measure of the Personal Performance Project is the self-evaluation of employee performance through a program called SAP. Employee performance requirements are assigned eight points based on the employee's work performance.

The second measure of performance is the degree to which workers are willing to perform tasks that are not part of their job description. Employees are required to report to SAP that they are willing to perform additional tasks that exceed their expectations on a regular basis, and to think constructively about how to improve the organization in which they work. Finally, the performance measure is the number of days employees are familiar with the job.



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### **3.1 Dilemma Managers Face**

Managers acknowledge that the purpose of the organization will be achieved through the support of his workforce. Therefore, they are responsible for verifying that there is an employee member and to achieve higher levels of productivity.

#### **Adequate type reward and appropriate program**

Many administrators use this concept as aware of the workforce, irregularity and responsibility. However, the challenge in the association with this type of program is that it does not identify a specific deviation to the provision member. It is essential to understand that employees are operated by several things, which may differ at the reasons that can be acquired in different ways. Similarly, the cultural values of the workers, the religious background, the levels of education and sexual harmful can have an impression on what encourages them. Therefore, it is essential to create a room to understand workers and their qualifiable qualities, and organizations are essential to perform compensation and realization (Atchison, 2003).

#### **Money is maximum motivation**

This misunderstanding is discussed by the administrator in the sense that some of them take into account the money as a single worker worker. In the same way, it is necessary to ensure that financial rewards can involve workers at a certain limit. This is because if the recovery is low or of unfair, it is because the worker is lost. Atchison, (2003). In addition, he proposed that workers expect financial rewards by workers.

#### **Everyone can do something**

The concept is that all workers are motivated by one or other people, the manager's challenges mean what they work (Morse, may not be related to online work with 2003). Therefore, the manager's challenges are attracted by the workforce and determine the exact motivation element that explores how to carry them out towards the behavior related to work (Manion, 2005).

#### **The nexus between motivation and productivity**

Most organizations find ways to motivate employees by using motivational factors. These motivating factors may be good working conditions, working environment and other people's compensation. Incentives are considered to be covariant remuneration paid to workers or teams of workers based on output or results obtained. On the other hand, it can be seen as a payment with the function of stimulating worker performance and productivity levels to achieve higher goals (Banjoko, 2006).

Motivation factors can also be described as any rewards that review wages or base wages, which vary according to the labor's ability to meet certain criteria, such as pre-established procedures and established organizational goals (Martocchio, 2006) . Therefore, it can be concluded that there is a link between motivation and productivity, which is attributed to the fact that lack of motivation leads to a decrease in productivity and vice versa. In Nigeria (Mbogu, 2001; Ezulike, 2001; Iheriohanma, 2006); Further research decisions also show that if workers are allowed to be sufficiently motivated (which may or may not be financially motivated), low levels of productivity can be increased.



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When it comes to productivity, how many members of the workforce can they bring into the organization to measure the standards, of course, is not limited to the activities they perform, but also includes the extent to which they perform these activities; Organizational performance generally depends primarily on employees and organizational productivity levels of various departments. Therefore, organizations must reasonably reward employees based on relative productivity and performance levels (Martocchio, 2006). Finally, for employees to perform at a higher level, organizations play an important role in ensuring that employees are highly motivated to retain, attract and increase the level of productivity of employees and the entire organization (Reilly, 2003).

#### **4. EMPLOYEE MOTIVATION AND ORGANIZATIONAL PRODUCTIVITY**

Employee job satisfaction and motivation focuses on the employee's prediction about the organization and its progress before service (Ali et al., 2011). Organizational productivity focuses on setting goals and achieving them competently in a dynamic environment (Constant, 2001) conducted an analysis to examine the relationship between the organizational effectiveness of the Pakistani banking and telecommunications industries and the roles and motivations of the employees. A sample of 103 respondents was drawn and Pearson's correlation was implemented. The results show that there is a significant positive correlation between employee motivation and organizational effectiveness (Muhammad et al., 2011).

The authoritarian leadership style, the mechanical design of the organization and the authoritarian rules implemented by the African organization are places where decision making is only related to top management and employees are forced to perform different tasks. In these types of organizational settings, employees can overcome innovation and its motivational barriers, which have a direct (constant) negative impact on organizational performance, growth, and effectiveness. Et al., 2001).

Internally satisfied, fascinated and motivated employees or employees are actually productive employees in the organization, bringing efficiency and effectiveness to the organization, thereby maximizing profits (Matthew et al., 2009). Therefore, from the literature and various studies, the third hypothesis that there is a positive correlation between employee motivation and organizational effectiveness has been fully affirmed.

##### **4.1 Factors Affecting Employee Motivation**

Hellriegel (2016) addresses many factors that affect motivation. These components are job characteristics, organizational differences, and individual differences.

##### **Relationship with colleagues**

Negative experience and attitude are finally connected to loneliness and isolation and make it difficult to satisfy work. This will reduce motivation. In order to accelerate the growth of aggressive labor relations, it was reported that employees focused on team building activities that are allowed with each other:



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**Relationship with leadership:** Each employee is covered with a hierarchy of needs, in which the line manager in charge of him should be able to understand those needs. The infrastructure of effective communication between two parts shows two trusts. The relationships built by this Foundation help employees talk about their needs, thoughts and emotions, honestly, and clarify the direction of ways to help the manager to help facilitate team members.

#### **Culture of the company**

The company's culture reached six main elements: company mission, work environment, ethics, value, objective and expectation. In fact, culture is only a series of rules or performance behavior, and employees recognize actions that help make decisions daily.

#### **Individual differences**

Belief, unique needs, interest, behavior and workers are experts at work. This is due to the concept that workers often have different things that can be attracted by workers. Workers who have high financial benefits can be for financial benefits, but other workers make their safety that they are no more money than it can be.

#### **Process in company**

While running with motivational tools in its own field, they are closely related to employee enthusiasm, the desire for blows and motivated areas. Division of responsibility, access to resources, workloads and responsibility, all think about the structure and efficiency of the process that runs the business.

#### **Organization practices**

Guidelines and calibrations known as management practices, behavioral standards, organizations of the compensation system and HRM procedures are used to guide workers' actions outside the company. In other words, it means how workers show how to analyze organizations that affect their levels of workers and handle workers. The administration that allows workers who attract appropriate compensation policies and systems to find attractiveness can be very large to strengthen the productivity level of workers, which improves the performance of the company.

#### **Salary**

The experience of regular payments in particular permanent employees considers that basic need should be expelled by the employer. However, if the salary is lower than employees, dissatisfaction and peeling can be caused. For long-term salary, it often has a temporary impact on the component that improves performance and promise to obtain growing salaries.

#### **Incentive not Closed**

Non-financial rewards come to the quilt needs of employee's ego and self-respect. These are frequently used:

- A. Please check the special performance.
- B. Increase morality.
- C. Recognize the achievement.
- D. Move high performance.
- E. Create a forward work environment.



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A wide range of non-financial inductions that can be used by the administrator are:

- A. Free meals or help, fruits or beverages.
- B. Opportunity to work from home.
- C. Flexible work settlement
- D. work and approval of work and approval
- E.. Tangible coupon and goods.

#### **4.2 Factors affecting organizational productivity**

Organisational productivity is the capacity of an organisation, institution, or business to produce desired results with a minimum expenditure of energy, time, money, personnel, materiel, etc. Organizational productivity means the actual output or results of an organization as measured against its intended outputs. Productivity indicates to the achievement level of the mission at the work place. The most essential factors affecting organizational performance are:

##### **Leadership**

Leadership is the prime factor affecting the success or failure of organisations. It is the process in which one individual exerts influence over others. Leadership is a process that enables a person to influence others to achieve a goal and directs an organisation to become rational and consistent. In organisations where there is faith in the leaders, employees will look towards the leaders for almost everything.

##### **Motivation**

Motivation is a catalyst to move individuals toward goals. Motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. Motivation may be defined more formally as a psychological or internal process initiated by some need, which leads to the activity which will satisfy that need. Motivational factors differ from person to person.

##### **Organizational Culture**

Organizational Culture is the totality of beliefs, customs, traditions and values shared by the members of the organisation. Each aspect of organizational culture can be seen as an important environmental condition affecting the systems and its subsystems.

#### **5. EMPIRICAL REVIEW**

A number of studies have examined the impact of intrinsic and extrinsic motivation on employee performance and productivity. In addition, most of these studies have obtained different results from their analysis. Jibowo (2007) in researching states; workers' enthusiasm and productivity in the workplace have acquired methods that are basically similar to those of (Herzberg, 2000). The analysis reveals a certain statement about the impact of motivation on productivity. However, external factors are more important than internal factors. He understands that bad rewards are related to the profitability of the organization. The wage gap between high-income earners and low-income earners is related to low morale, low productivity, and lack of commitment. In (2007) The innocence evaluation of external motivation and internal motivation on employee productivity, the inspection results show that there is a significant correlation between external motivation and the level of employee productivity, while internal motivation is statistically less despite the fact that internal factors and



There is also a correlation between the level of worker productivity, but it is significantly higher than external factors. Therefore, the impact of the survey results will be submitted for future analysis. Centers and Bugental (2007) also conducted a survey and raised questions based on Herzberg's two-factor motivation theory, which divides labor variables into several groups: hygiene factors and motivations. A population of 692 participants was used to test the rationality of the theory on worker efficiency and efficiency levels. At higher professional levels, motivation or internal elements of work are reported to be more concerned, while at lower professional levels, health factors or external elements of work are more concerned. As a result, they decide that an organization that simultaneously implements the external and internal factors that determine employee behavior can make the most of it.

Assam (2002) also analyzed the effects of intrinsic and extrinsic motivation on the productivity of Nigerian workers. He described the use of a sample of employees with high and low professional levels. The assumption that low-income employees will have intrinsic motivation and high productivity is not formalized, and the hypothesis that high-income employees pay more attention to intrinsic motivational factors than low-income employees has not been confirmed. . This clearly shows that even when the motivation levels of different types of employees in the organization do not change significantly, the degree of absence of the employees from external motivational factors is the same.

Lake (2000), studied the relationship between the enthusiasm of the posture of different employees at work and work efficiency. The analysis shows that most workers pay more attention to external factors than internal ones, and take the need to satisfy other needs as their main selection criteria. He also mentioned that the majority of study participants cited poor working conditions, insufficient working conditions, and lack of resources as factors that affect the efficiency of most employees in organizations.

Akerele, (2001) compared the relative positions of 10 incentive tools in a similar study, such as security, salary, training, etc., which are considered external to the job, as well as other internal factors, such as a good relationship with the job manager, responsibility, employee benefits, etc. Within 80 employees of an organization. In general, it is believed that more attention will be paid to internal labor factors than external ones. However, the survey findings failed to formally determine the premise because it revealed two external factors that adequate compensation and job safety are considered the most important tools.

## **6. SUMMARY OF THE LITERATURE REVIEW**

Literature review in this chapter it is observed that the motivation structure is widely distinguished as an important tool to achieve high levels of productivity and performance, but it is relatively, very complex and exclusive to employees of a workforce. That is, what motivates or attracts one person may not attract another, because people differ in their wants and needs. Organizational productivity can be improved through motivational factors, whether external or internal, but the correct combination of these two factors is necessary because neither factor should be devalued, or one factor should be more popular than the other.



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Intrinsic motivational factors are as important as external motivational factors in all respects, so managers must strive to continually provide a unique combination of values to ensure that their employees are highly motivated. This is because increased motivation creates opportunities to increase productivity. Therefore, in terms of productivity, the benefits for employees in terms of benefits, compensation, relationships with colleagues and managers, training and development, and work environment should not be taken for granted. Managers should try to ensure that employees have good external motivations to ensure that they maintain an internal link to work. Therefore, it is necessary for organizations to understand that employees are as important as their customer base and are an asset to the survival of any business.

### **Knowledge gap**

Although employee motivation has a growing impact on employee productivity, the literature on its impact in developing countries is still limited (Ofori & Aryeetey 2011). This is because, although there are many documents on the concept of motivation in developed countries, most of the work related to motivation in fields related to productivity can hardly be found in countries with a low degree of industrialization. In addition, it has been observed that there is little information about intrinsic motivation factors, such as the relationship with colleagues and managers in terms of productivity, while there is too much information about extrinsic motivation factors.

Existing studies on this relationship (Lin 2007, Centers & Bugental 2007; Akerele 2001; Jibowo 2007; Lake 2000; Assam 2002) have focused on performance and created gaps in productivity-related issues. Finally, it is worth noting that there are few reviews of employee incentives in Nigerian manufacturing companies. While verifying some empirical work, this study bridges the gap between the existing literature by providing evidence about the impact of employee motivation on the organizational productivity of manufacturing companies.





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