

ROLE OF MOTIVATION IN HIGHER PRODUCTIVITY

S.K. Srivastava*

and

Kailash Chandra Barmola**

* Professor of Psychology

** Ph.D. Student in Psychology

Gurukul Kangri University, Haridwar (UK-India)

Address for Correspondence:

Dr. S.K. Srivastava

12-A, Gangotri Street

Vishnu Garden

P.O. - Gurukul Kangri

Haridwar-249404

(M) 09837158021

E-mail: sksrivastava1981@yahoo.com

ROLE OF MOTIVATION IN HIGHER PRODUCTIVITY

ABSTRACT

This paper explores the role of motivation in higher productivity. There is a general belief that man has the natural tendency to be lazy with regards to work and he is being forced by circumstances to work. According to some scientists, motivation is a need and organization is making great use of every facility in human works to achieve motivation. Productivity means the rate of power to produce, but productivity from the management or economic point of view is the ratio of what is produced to what is required to produce it. This study is therefore designed to find out the link between the extent to which various motivation strategies encourage the workers to improve their job commitment and increase their productive capacity. It is examined through the origin and evolution of related studies. On the other hand, it also offers information relative to the influences perceived and detected in these developments. This paper presents totally, a concepts based findings. These data allow us to offer an approximated picture of the motivation in higher productivity. Research suggests that individuals are motivated to perform well when the work is meaningful and individuals believe they have responsibility for the outcomes of their assigned tasks. It is recommended that, an organizational movement should be away from the current merit pay reward system to an organizational structure that promotes challenges and accomplishments, creates organizational learning opportunities, utilizes group incentives as well as individual incentives, rethinks job design, uses positive reinforcement and promotes healthy work environments.

ROLE OF MOTIVATION IN HIGHER PRODUCTIVITY

INTRODUCTION

Psychologists are intrigued by human motivation and many of the motivational theories developed in the last century are applicable today. Use of the theories has enabled us to understand the link between motivation and job satisfaction, productivity, leadership styles and personal characteristics. There is a general belief that man has the natural tendency to be lazy with regards to work and he is being forced by circumstances to work. This idea about man still continues to create problems for the development process of the society in the face of abundant human and material resources resulting to low productivity. Low productivity is a problem that thrives in many societies particularly in the developing countries irrespective of constant efforts. A lot of money, energy and time are wasted, which if properly utilized will yield higher productivity and as such greater wealth for the societies involved. Man is the factor that utilizes other resources available within the society for the production of goods and services in order to satisfy individual needs. Thus, when human resources are minimally utilized and a maximum output is realized, it leads to the realization of the goals of the systems associated with these productive activities. The extent to which these human resources are utilized effectively depends on a number of factors, among which are the skills which they possess, their level of knowledge and how much they can capitalize.

The behavioral scientists have primarily attested that increased output is a function of the level of human welfare. This concept outstrips attention being focused on machines alone because at the heart of the enterprise and its entire structure, the human resource enabled with skill, experience, attitudes and intelligence is the most significant in factor combination of wealth creation and production process. Organizations, no matter their nature, always aim at achieving their corporate goals; otherwise, the survival of such enterprise will be more of a dream than a reality. The success of any organization is often measured by the degree of its productivity. Although, this can however be said to be independent on the attitude and morale of the workers in form of their level of job commitment. No company can therefore afford to ignore any of the many factors that may contribute to the boosting of the commitment levels of its workers, which is motivation. In all productive activities, the basic elements and factors include land, capital, labour and the entrepreneur. The labourers and the entrepreneurs are human and as such very important in any productive enterprise. They utilize the

other factors for the realization for the goal of the enterprise. It can then be adduced that human beings play a very important role within any system and in particular industrial organizations. For this reason, they should be given a high consideration so that they can contribute effectively and efficiently during productive activities.

Finding the answers of these questions, in fact, is the key. One of the important responsibilities of everyone according to some scientists, motivation is a need and organization is making great use of every facility in human works to achieve motivation. In today's disposal in order to gain the planned purposes and organization, besides physiological needs, other needs meanwhile the human resources play an important role such as opinions, insights and security should be in today's competitive world, human resources guarantee provided for the workers because highly motivated human the maintenance and survival every organization, resources are playing the main role in development of today, one of the main concerning of managers is having every developed country, highly motivated human resources, productivity is the studies of Honari (2006) showed that motivation the maximum using of physical and human resources in a evokes effort and dynamicity in every organization way that it causes the improvement in prices, market, and there is a significant relationship between the job opportunities and commonwealth. In the other words, motivated factors such as welfare, wage, work condition productivity of human resources is another aspect of and nature of work with increasing the degree of quality and quantity of products which are as a result of productivity of personnel. If human is both the purpose and agent of enough amount of wage and satisfaction and degree of developing, motivated factors should be identified and motivation have positive relationship. The effects of the reasons of some behaviors of some human resources the environmental factors which effect of the degree of such as why dose human work? Why do some employees motivation, lower or higher, must be investigated and dislike their jobs? Why are some people active? Cntrolled to accomplish the needed motivation in employees.

MOTIVATION: A simple definition of motivation is that which makes people put real effort and energy into what they do. Any discussion of motivation should begin with the definition of its subject matter. One may expect the motivational theories to be the perfect place to look for a generally agreed upon definition. The inquisitive reader will find, however, that the field of motivation is characterized by an abundance of different theoretical frameworks and models that make it difficult, if not impossible,

to identify similarities and differences. Kanfer (1990) surveyed over 30 theories specific to work motivation; and recently, Clark (1998) reviewed over 40 research-based theories of motivation. However, the number of proposed definitions by far surpasses the number of theories. For example, Kleinginna and Kleinginna (1981) listed 98 definitions of motivation from which they synthesized their own physiological definition with emphasis on process-restrictive, vector and phenomenological aspects. The large number of different operational definitions can lead to different conclusion about the phenomenon of interest (Kazdin, 1998). Most workers in the field of motivation define motivation in their own terms. As a result, individual research efforts overlap only little. Although viewing a particular phenomenon from many different perspectives may not be a drawback by itself, in the case of motivation research the point can be made that much of the research effort has not resulted in an increased understanding of motivated behavior. Within the work motivation literature we can find some general definitions. For example, Vroom (1964) proposed that the concept of motivation has to do with the choices made by persons or lower organisms among alternative forms of voluntary activity. Pinder (1998) views the motivation to work as a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity and duration. Other motivational theorists also operationalize motivation as the direction, effort and persistence of behavior, including Clark (1998), Ford (1992), Locke and Latham (1990), Madsen (1961).

THEORY OF MOTIVATION: Psychologists have been exploring how to motivate employees since early in the last century and a lot of knowledge on human motivation has been developed and widely applied. It should be noted that job satisfaction is closely associated with motivation and some important motivational theories are described below.

1. Roethlisberger and Dickson (1939) Classic Study on Worker Performance: The unusual level of attention from managers and researchers motivated workers to high performance because it fulfilled the workers' previously unmet social needs. He concluded that performance feedback and pay-for-performance were the specific conditions that increased and maintained the high levels of performance. The fulfillment of social needs is not needed to explain the performance changes.

2. Maslow Needs Hierarchy Theory (1954): To formulate a positive theory of motivation, humans have innate hierarchical needs, lower-order needs (e.g., air, water, food and shelter) dominate human behavior until they are satisfied. Unmet needs create psychological tension that energizes and motivates behavior that will fill those needs? No practical tools predict and control behavior? People don't inherently dislike work. People exercise self direction and self control. Human beings learn to accept and seek responsibility. Management's methods of organization and control need to recheck, establish short-term and long-term goals, provide frequent feedback on progress; assessment and changes of goals, appraise results.

2. Skinner Behavior Analysis (1953): To predict and control behavior person's history and current environment. Behavior is function of environmental contingencies of reinforcement, establishing operations such as deprivation or satiation. Establishing operations and past consequences determine the direction, effort, and persistence of behavior. Vroom expectancy theory (1964) explains work behavior (not the control of it). Person must believe that there is a relation between performance and valued outcomes (Instrumentality). People must see a relationship between how hard they try and quality of performance (Expectancy). The perceived outcomes, valence, instrumentality and expectancy generate a force to exert different levels of effort in performance. Establish a contingent relationship between performance and desired consequences.

3. Adams Equity Theory (1965): Predict affect, motivation, and behavior based on exchange processes social control. Explanation of dissatisfaction and low morale, internal perceptions of work environment causes people to form beliefs and attitudes; these cognitions, in turn, instigate and direct various work related behaviors (Pinder, 1998). Motivation is a function of how a person sees self in comparison to other people. Feelings of inequity cause tension, which person will become motivated to reduce. The greater the inequity, the greater the tension and the greater the motivation to reduce it. How hard a person is willing to work is a function of comparisons to the effort of theirs. Based on the result of the comparison a person may either work harder, less hard, or maintain performance. Reduce situation that may lead to inequity.

4. Locke and Latham Theory of Goal Setting and Task Performance (1990): Explain why some people work harder than others or perform better than others independently of their ability and knowledge. Human action is

directed by conscious goals and intentions. Goals influence people's choice of task and task performance. Goals are the basis for motivation and direct behavior, provide guidelines. Two conditions must be met before goals can positively influence performance: First, person must be aware of goal and know what must be accomplished. Second individual must accept the goal as something worth willing to work. Goals have to be accepted (basic premise). Goals should be difficult and specific. Goal setting and feedback of hard goals lead to greater effort and persistence than easy goals, assuming that goals are accepted.

5. Ford Motivational Systems Theory (1992): Motivation plays a major role in producing variability and change in behavior patterns. Motivation is a function of goals, emotions, and personal agency beliefs. Motivation initiates and maintains activity until the goal directing the episode is attained. Principles for motivating humans that can alter problematic motivational patterns and promote the development should be used in more adaptive pattern.

MOTIVATIONAL FACTORS INFLUENCING THE PRODUCTIVITY

1. Intrinsic/Extrinsic Motivation: Recently reported a study where intrinsic motivation strengthened the relationship between prosocial motivation and employee outcomes such as persistence, productivity and performance. Grant claims that employees experience prosocial motivation as more autonomous when intrinsic motivation is high because intrinsically motivated employees feel that performing well is beneficial to their own self-selected goals, as they enjoy their work and value the outcome of helping others. Drawing on concepts from research on prosocial personality, prosocial motivation should be pleasure-based rather than pressure-based, because employees feel volition, autonomy and free choice in their efforts to benefit others by way of in-role and extra-role work performance when prosocial motivation is accompanied by intrinsic motivation. When intrinsic motivation is low, however, employees will experience prosocial motivation as more controlled because they do not enjoy their work or benefiting others through their work. Then, prosocial motivation will be better characterised as pressure-based and involving ought representations, and possibly result in stress and role overload and other psychological costs that may impede or diminish any positive effects on work performance. Extrinsic motivation is also important in performance of workers. Extrinsic motivation like pay,

wages, bonus and other incentives play a significant role in productivity of workers.

2. Cognition: Cognitive theories of motivation, on the other hand, suggest that our experiences generate internal cognitions (such as desires and beliefs). These cognitions, in turn, determine current performance (e.g., Clark, 1998; Ford, 1992; Maslow, 1954; Vroom, 1964). However, the question arises: Where do cognitions come from? They are the results of past interactions with our environment. For these cognitions to be useful, they must relate to the person's environment. We call people whose cognitions are not related to their environment, maladjusted, neurotic, or schizophrenic. We learn from our past experiences that we can successfully perform in some environments and not so successful in others. Behavior analysis postulates that the ultimate sources of our behavior, including verbal statements such as beliefs, wishes, or desires, can ultimately be traced to the consequences of our behavior in (past and) current environments. Cognitions are nothing more than our ability to describe particular reinforcement contingencies of our own behavior based on our own past experiences (Mawhinney & Mawhinney, 1982).

3. Environment: Recent models of work motivation are addressing the role of the environment as one determinant of behavior. For example, Keller (1999) performance factors model includes antecedents and consequences as influences on performance. Locke and Latham's (1990) goal setting theory centers around goals as antecedents and feedback as consequences of performance. This focus on empirical events makes goal setting theory one of the more practical cognitive theories of motivation that exists today. In summary, conceptualizing motivation as an internal construct places the causes of behavior inside the person. The environment provides the backdrop against which motivational mechanisms and processes determine appropriate courses of action. These internal events are difficult to observe and measure which can lead to a number of independent models of the causes of behavior. Furthermore, when behavior or performance does not meet societal or work standards, we tend to assume that something is wrong with the person, rather than looking for deficits in the person's environment. Behavior analysis attempts to explain behavior and performance by understanding the context in which it occurs.

MOTIVATION AND PRODUCTIVITY

It is a truism that employees are an organization's most valuable assets. This highlights the importance of understanding the theory and application of motivation to manage human resources (Amar, 2004). One then wonders what the basic prerequisites of workers' productivity are. Although this question cannot be answered with a definite statement, but among other factors, motivation is important for enhancing level of job commitment of workers, which invariably leads to a higher productivity of the workers. It is then necessary for motivation of the workers in organization to be enhanced in order to increase productivity. Productivity literally means the rate of power to produce, but productivity from the management or economic point of view is the ratio of what is produced to what is required to produce it. Usually, this ratio is in the form of an average; expressing the total output of some category of goods divided by the total input of, say labour or raw material. In principle, any input can be used as the denominator of the productivity ratio. One can speak of the productivity of land, labour, capital or sub-categories of any of these factors of production. Simply put, productivity is the act of producing or bringing into being commodities of great value or adding to the wealth of the world. It can be used to measure the index of growth, efficiency, economic standard etc. On the other hand, motivation is a word that is rather cumbersome to define in a meaningful manner. Adams and Jacobson (1964) suggest that motivation deals with all the conditions that are responsible for variation in the intensity, quality and direction of behaviour. From an organization point of view, motivation deals with everything that a manager knows or can use to influence the direction and rate of individual's behaviour towards commitment. An overwhelming amount of energy is expended in trying to get people to do what we want them to do. We all have a task to motivate ourselves to do what we think we should do. It is widely believed that when a worker is highly motivated, this goes a long way in improving organizational productivity, effectiveness and efficiency. Against this background it is necessary to look for a way through which the morale of workers can be improved which will at the end, enhance job commitment with an improvement on the standard of living of people, and increase in wealth of individuals and development of the society. This study is therefore designed to find out the link between the extent to which various motivation strategies encourages the workers to improve their job commitment and increase their productive capacity.

The relationship between motivation and productivity is more substantial than simply a psychological connection.

(A) Gender Differences: It is found in research that women were mainly motivated by other factors in the workplace not by job role itself and had fewer primary needs met at work. Women were also more dissatisfied in their job than men.

(B) Age Differences: The research indicated that the older generation was more productive than their younger colleagues. However, research in other fields has suggested that research productivity declines with age (Over, 1982; Over, 1988), and that there is a negative association between age and scientific productivity and creativity (Cole, 1979).

(C) Caring Responsibilities: It is investigated in that those with no dependants spent more hours on work, and consequently had higher counts than their colleagues with caring responsibilities. Those with dependants were far less interested in work for its own sake, had less satisfaction from working as output was less important and felt less need of work in order to succeed.

(D) Hours Spent on Work: The results of researches clearly indicate that those that spent more hours on work were mostly those that were motivated by their job role, and had greater job satisfaction than those spending less time on work (either because they were not motivated by their job role or because their job role did not permit it).

(E) Sources of Motivation: It is indicated in research that the majority of workers are primarily motivated by their job role rather than workplace or extra-workplace factors. Interestingly, those that were motivated by factors external to workplace had lower job satisfaction. Perhaps not surprisingly, those that were primarily motivated by the job role had a higher output than those with other sources of motivation. The research also showed that having one's primary needs met at work was key to job satisfaction and the higher the job satisfaction level, the higher the output.

MOTIVATIONAL STRATEGIES TO ENCOURAGE PRODUCTIVITY

Pay-for-performance incentives are often utilized in the private sector to encourage competition among and within team, but such a model may not be directly applicable to the public sector, as resources are often tighter, and money may not be the primary source of motivation for those with an ethos of public service. Research suggests that individuals are motivated to

perform well when the work is meaningful and individuals believe they have responsibility for the outcomes of their assigned tasks. It is recommended following suggestions which may help to improve productivity among workers.

1. Promote Challenges and Accomplishments: Specific and challenging goals can lead to higher levels of performance, productivity, and creativity which in turn is linked with an overall stronger commitment to the organization (Perry, Mesch, & Paarlberg, 2006). We propose developing challenging goals and timelines together with employees. By setting goals, employees obtain a clear strategy for their own professional development, which creates greater satisfaction and motivation (Ambrose & Kulik, 1999). Goals should be challenging but also attainable. Complex and abstract goals may lead to decreased work performance and negatively impact employee morale. Accomplishing goals that challenge employee creativity and problem-solving skills can improve performance, enhance employee self-confidence, and improve job satisfaction which can outweigh a one-time monetary award (Perry, Mesch, & Paarlberg, 2006). Goal setting should be followed by regular and thorough feedback given by supervisors on employee's goal achievements.

2. Create Organizational Learning Opportunities: Goal setting should be challenging and achievable, goals can also promote learning opportunities. Organizations can integrate learning opportunities through setting goals that allow employees to engage in problem-solving and knowledge acquisition. We have found that merit pay and pay-for-performance systems yield little positive results on employee performance or learning opportunities, yet a system of progressively giving employees more complex tasks can stimulate employee learning and consistently improve employee performance. Organizational learning opportunities can also challenge an employee to think more expansively about their own personal goals (Perry, Mesch, & Paarlberg, 2006).

3. Utilize Group Incentives as Well as Individual Incentives: Organizational learning and employee personal growth are impacted by the incentives offered in the work environment. It is recommended, implementing a variety of awards such as team awards, individual recognition based on extraordinary performance, and rewards for all employees for their achieved goals. In order to strengthen teamwork, praise employees for performance that benefits the team. Awarding only a few

people with rewards might be counterproductive. According to Bob Behn, some hard working employees might feel treated unfairly and lose their work spirit or develop resentments to other employees and the team (Behn, 2000).

4. Rethink Job Design: Incentives are just one method used to promote motivation in the work environment, another method is job design. It is advised, implementing a job design in an organization in which employees rotate job positions (if possible), gain more responsibility over their work and resources, and engage in trainings and organizational learning opportunities. Research has shown that job design is a central element in motivation. Employees work better if they are involved in the organizations decision-making process, and if they have control over their own professional development (Ambrose & Kulik, 1999). Jobs designed with a sense of challenge and task significance can facilitate a sense of meaningfulness, leading to better work performance and personal growth in the work setting (Perry, Mesch, & Paarlberg, 2006).

5. Use Positive Reinforcement: There is little research showing a significant relationship between merit-pay and performance, yet motivating factors such as job design and positive reinforcement has improved employee performance (Perry, Mesch, & Paarlberg, 2006). It is strongly suggested, using positive reinforcement as a key tool for motivation. The latest research about motivation in the public sector has shown that traditional approaches, such as incentive pay systems, do not lead to more motivation or better performance on the job.

6. Promote a Healthy Work Environment: Organizational practices that motivate employees and improve performance may be ineffective if little attention is paid to the working environment. It is recommend, eliminating dissatisfactory work conditions. Create an environment which your employees feel is fair and safe. Install motivators such as acknowledgment, responsibility, and learning opportunity to improve the employees' performance. There are two elements, crucial for motivated workers: the absence of dissatisfaction about the work environment and salary, which creates a neutral attitude towards work, followed by motivators to generate extrinsic and intrinsic motivation.

Contingent upon above suggestions, success requires a comprehensive strategy implemented thoughtfully. By working together, it can build a

highly motivated and empowered team of talented, top-performing professionals.

CURRENT STUDIES ON MOTIVATION AND PRODUCTIVITY

Few current studies related to motivation and productivity are mentioned here. Uwe and Hartwig (2000) have examined the effects of a psychologically based management system on work motivation and productivity. It is concluded that PPM (Participative Productivity Management) helps to increase productivity mainly by increasing task and goal clarity, and that increases in productivity can only be reached reliably when no competing system of performance appraisal exists besides PPM. Wright (2002) has examined the role of work context in work motivation: A public sector application of goal and social cognitive theories. The findings of a covariance (LISREL) analysis of state government employee survey data suggested a few minor modifications to this model, the results indicated that the theoretical framework can identify specific leverage points that can increase work motivation and, therefore, productivity in the public sector. Mehta, et al. (2003) studied the leadership style, motivation and performance in international marketing channels: An empirical investigation of the USA, Finland and Poland. More specifically, in administering a firm's marketing channels, participative, supportive and directive leadership styles may be effective in eliciting channel partners to exert higher levels of motivation, which, in turn, may be associated with higher levels of performance. The linkages among leadership styles, motivation, and performance are empirically examined on data drawn from a sample of automobile distributors in the USA, Finland and Poland.

Seo, et al. (2004) studied the role of affective experience in work motivation. Based on psychological and neurobiological theories of core affective experience, we identify a set of direct and indirect paths through which affective feelings at work affect three dimensions of behavioral outcomes: direction, intensity, and persistence. First, affective experience may influence these behavioral outcomes indirectly by affecting goal level and goal commitment, as well as three key judgment components of work motivation: expectancy judgments, utility judgments, and progress judgments. Second, affective experience may also affect these behavioral outcomes directly. Patterson, et al. (2004) examined the organizational

climate and company productivity: The role of employee affect and employee level. An overall analysis showed that company productivity was more strongly correlated with those aspects of climate that had stronger satisfaction loadings. A second prediction, that managers' perceptions of climate would be more closely linked to company productivity than would those of non-managers, was not supported. However, managers' assessments of most aspects of their company's climate were significantly more positive than those of non-managers. Kuvaas (2006) has studied work performance, affective commitment and work motivation: The roles of pay administration and pay level. The key findings are that base pay level, but not bonus level, was positively related to both self-reported work performance and affective unit commitment, and that these relationships were partly mediated by intrinsic motivation. Furthermore, moderation analyses revealed that the relationships between bonus level and the outcome variables were not affected by type of pay plan.

Miao and Evans (2007) studied the impact of salesperson motivation on role perceptions and job performance: A cognitive and affective perspective. Empirical results from a survey of salespeople indicate that, compared to the global motivation constructs, the cognitive and affective representation of I/E (intrinsic and extrinsic) motivation provides a more robust description of the salesperson motivation-role perceptions-performance relationship. Ellerslie and Oppenheim (2008) examined the effect of motivation on publication productivity of UK. Findings demonstrate significant differences in motivational levels and publication counts by age, gender, caring responsibilities and hours spent on research. The paper concludes that those likely to produce more publications were older males without responsibilities who did 6-15 hours research per week. Dysvik and Bard (2008) examined the relationship between perceived training opportunities, work motivation and employee outcomes. Intrinsic motivation was found to moderate the relationship between perceived training opportunities and organizational citizenship behaviors. The form of the moderation revealed a positive relationship for those with high intrinsic motivation. In sum, the variables included as predictors in our study explained 13 per cent of the variance in task performance, 19 per cent of the variance in organizational citizenship behavior and 24 per cent of the variance in turnover intention.

Mason, et al. (2008) studied motivation and perceived productivity at a merged higher education institution. The results reflect

that there is a positive relationship between motivation and perceived productivity at the specific organization under investigation indicating an increase or decrease in motivation is accompanied by a corresponding increase or decrease in perceived productivity. Ibadan and Obioha (2009) examined the role of motivation in enhancing job commitment in Nigeria industries: A case study of energy foods company limited. It can then be adduced that human beings play a very important role within any system and in particular industrial organizations. For this reason, they should be given a high consideration so that they can contribute effectively and efficiently during productive activities. Kuvaas and Dysvik (2009) studied the perceived investment in employee development, intrinsic motivation and work performance. Intrinsic motivation was found to moderate the relationship between perceived investment in employee development and organisational citizenship behaviour. The form of the moderation revealed a positive relationship only for employees with high levels of intrinsic motivation.

Parkin, et al. (2009) examined the motivation among construction workers in Turkey. As a result it is suggested that workers on Turkish construction sites are managed in a way which limits their opportunities to fulfill higher level needs, and in order to increase worker motivation, and therefore productivity, the management of such workers should move away from control through external means and towards control through internal and cultural forces. Baek, et al. (2010) have investigated the influences of core self-evaluations, job autonomy and intrinsic motivation on in-role job performance. The results suggest that employees perceived higher in-role job performance when they had higher core self-evaluations and intrinsic motivation. Intrinsic motivation partially mediated the relationship between core self-evaluations and job performance, and it also fully mediated the relationship from job autonomy to job performance. Masoud and Camal (2010) studied the effect of motivation on the productivity of the employees of sport departments of Ardabil province. It is concluded that there is a significant and positive relationship between the motivation and the environmental factors and the degree of productivity of employees of sport departments of Ardabil province.

CONCLUSIONS

From this study it is obvious that most workers in the industry are not satisfied and motivated in their jobs, especially those in the junior cadre. Significant relationship was found between motivation and job commitment on one hand, and satisfaction with job and job commitment on the other hand. It is found that individuals are motivated to perform well when the work is meaningful and individuals believe they have responsibility for the outcomes of their assigned tasks. It is recommended that, an organizational movement should be away from the current merit pay reward system to an organizational structure that promotes challenges and accomplishments, creates organizational learning opportunities, utilizes group incentives as well as individual incentives, rethinks job design, uses positive reinforcement and promotes healthy work environments.

REFERENCES

Adams, J. S. (1965). *Inequity in Social Exchange*. In L. Berkowitz (Ed.). *Advances in experimental social psychology*, 2, 267-299. New York: Academic Press

Adams, U.S. and Jacobson, P.R. (1964). Effect of wage inequalities on work quality. *Journal of Abnormal and Social Psychology*, 3(4), 12-25

Amar, A. (2004). Motivating knowledge workers to innovate: A model integrating motivation dynamics and antecedents. *European Journal of Innovation Management*, 7(2), 89-101

Ambrose, Maureen, L. and Kulik, C. T. (1999). Old friends, new faces: Motivation. Research in the 1990s. *Journal of Management*, 25(3), 231-292

Baek, K. J., Chang, W. J. and Hea, J. Y. (2010). Investigating the influences of core self-evaluations, job autonomy and intrinsic motivation on in-role job performance. *Human Resource Development Quarterly*, 21(4), 353-371

Behn, R. D. (2000). *Performance, People and Pay*. Kennedy school of government, Harvard university. Remarks prepared for the Colorado state government managers' annual business conference Breckenridge, Colorado

Brethower, D. M. (1995). Specifying a human performance technology knowledge base. *Performance Improvement Quarterly*, 8(2), 17-39

Clark, R. E. (1998). Motivating performance: Part1-Diagnosing and solving motivation problems. *Performance Improvement*, 37(8), 39-47

Cole, S. (1979). Age and scientific performance. *The American Journal of Sociology*, 84(4), 958-977

Cole, J. (1971). Measuring the quality of sociological research: Problems in the use of the science citation index. *The American Sociologist*, 6(5), 23-29

Dysvik, A. and Bard, K. (2008). The relationship between perceived training opportunities, work motivation and employee outcomes. *International Journal of Training and Development*, 12(3), 138-157

Ellerslie, S. and Oppenheim, C. (2008). The effect of motivation on publication productivity of UK LIS. *Library and Information Research*, 32(101)

Ford, M. E. (1992). **Motivating Humans: Goals, Emotions, and Personal Agency Beliefs**. Newbury Park, CA: Sage

Honari, H. (2006). Investigation of motivation and productivity of Iran's physical education organization in Tehran, Harakat, (27, 45-54). **Abstract Book** on Nine's National Congress on Tehran, Iran.

Ibadan, R. A. and Emeka, E. O. (2009). The role of motivation in enhancing job commitment in Nigeria industries: A case study of energy foods company limited. **Journal of Social Science**, 19(2), 149-154

Kanfer, R. (1990). **Motivation Theory and Industrial and Organizational Psychology**. In Dunnette, M. D. and Hough, L. M. (Eds.), Handbook of industrial and organizational psychology (1, 75-170). Palo Alto, CA: Consulting Psychologists Press.

Kazdin, A. E. (1998). **Research Design in Clinical Psychology (3rd. ed.)**. Boston: Allyn and Bacon

Kleinginna, P. R. Jr and Kleinginna, A. M. (1981). A categorized list of motivation definitions, with a suggestions for a consensual definition. **Motivation and Emotion**, 5, 263-291

Keller, J. M. (1999). **Motivational Systems**. In Stolovitch, H. D. and Keeps, E. J. (Eds.), Handbook of human performance technology: Improving individual and organizational performance worldwide (2nd ed.; 373-394)

Kuvaas, B. and Dysvik, A. (2009). The perceived investment in employee development, intrinsic motivation and work performance. **Human Resource Management Journal**, 19(3), 217-236

Kuvaas, B. (2006). Work performance, affective commitment and work motivation: The roles of pay administration and pay level. **Journal of Organizational Behavior**, 27(3), 365-385

Locke, E. A. and Latham, G. P. (1990). **A Theory of Goal Setting and Task Performance**. Englewood Cliffs, NJ: Prentice-Hall.

Madsen, K. B. (1961). **Theories of Motivation: A Comparative Study of Modern Theories of Motivation** (2nd ed.). Copenhagen: Munksgaard

Maslow, A. H. (1954). *Motivation and Personality*. New York: Harper and Row

Mason, Roger, B. R. and Jugathambal (2008). *Motivation and Perceived Productivity at a Merged Higher Education Institution*. Durban University of Technology in the Faculty of Commerce

Masoud, Imanzadeh and Camal, G. (2010). Effect of motivation on the productivity of the employees of sport departments of Ardabil province. *World Journal of Sport Sciences*, 3(4), 325-328

Mawhinney, T. C. and Mawhinney, R. R. (1982). *Operant Terms and Concepts Applied to Industry*. In O'Brien, R. M., Dickinson, A. M. and Rosow, M. P. (Eds.), *Industrial behaviour modification: A management handbook* (115-134). New York: Pergamon Press.

Mehta, R., Dubinsky, A. J. and Anderson, R. E. (2003). The leadership style, motivation and performance in international marketing channels: An empirical investigation of the USA, Finland and Poland. *European Journal of Marketing*, 37(1/2), 50-85

Miao, C. F. and Evans, K. R. (2007). The impact of salesperson motivation on role perceptions and job performance: A cognitive and affective perspective. *Journal of Personal Selling and Sales Management*, 27(1), 89-101

Over, R. (1982). Does research productivity decline with age? *Higher Education*, 11(5), 511-520

Over, R. (1988). Does scholarly impact decline with age? *Scientometrics*, 13(5-6), 215-233

Parkin, A. B., Tutesigensi, A. and Buyukalp, A. I. (2009). *Motivation among Construction Workers in Turkey*. In: Dainty, A.R.J., (ed.) UK. Arcom, Reading.

Patterson, M., Warr, P. and West, M. (2004). The organizational climate and company productivity: The role of employee affect and employee level. *Journal of Occupational and Organizational Psychology*, 77(2), 193-216(24)

Perry, J. L., Meesch, Debra and Paarlberg, L. (2006). Motivating employees in a new governance era: The performance paradigm revisited. *Public Administration Review*, 66(4), 505

Pinder, C. C. (1998). *Work Motivation in Organizational Behaviour*. Upper Saddle River, NJ: Prentice Hall

Roethlisberger, F. J. and Dickson, W. J. (1939). Management and the worker: An account of a research program conducted by the western electric company, Hawthorne works, Chicago, Wright. Cambridge, MA: Harvard University Press.

Seo, M. G., Barrett, L. F. and Bartunek, J. M. (2004). The role of affective experience in work motivation. *Acad Manage*, 29(3), 423-439

Simpson, W.A. (1989). *Motivation: Notes for Managers*. London: Industrial

Skinner, B.F. (1953). *Science and Human Behavior*. New York: Free Press.

Uwe, K. and Hartwig, F. (2000). The effects of a psychologically based management system on work motivation and productivity. *Applied Psychology*, 49(3), 596-610

Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley

Wright, B. E. (2002). The role of work context in work motivation: A public sector application of goal and social cognitive theories. *Oxford Journals*, 14(1), 59-78