A Critical Review of Motivational Theories in Management and their Role in Modern Era

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Abstract

In management, motivational theories may be extremely important and still be relevant today. Employee productivity, job happiness, and general workplace success all depend heavily on motivation. It encourages people to achieve success, finish tasks, and support organizational goals. Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Expectancy Theory, Equity Theory, Self-Determination Theory, Goal-Setting Theory, and Self-Efficacy Theory are just a few of the motivational theories that have been developed. Although these theories offer helpful insights, they are also subject to criticism for being oversimplified, lacking empirical backing, and not considering societal and individual aspects. Managers may use these theories in the contemporary workplace to better understand and inspire people. Additionally, they must consider things like work-life balance, employee engagement, organizational culture, and the effect of technology on drive. Overall, in the present day, improving employee performance, job happiness, and organizational success requires a thorough grasp of motivation.

Keyword – Motivational theories, Expectancy Theory, Equity Theory, Hierarchy of Needs, Herzberg's Two-Factor

Introduction

Employee performance, job happiness, and overall success in the workplace are all significantly impacted by motivation, which plays a critical part in an employee's life. It acts as the impetus for a person's behavior, effort, and readiness to put out effort in the direction of accomplishing their goals and fulfilling organizational objectives. Employees who are motivated are more likely to be engaged and dedicated at work. People are pushed to provide their best effort and strive for excellence in their duties and obligations when they are motivated. In addition to being advantageous to the workers individually, this increased production helps the business as a whole. Apart from this, motivation is essential for improving job satisfaction. Employees are more likely to have a feeling of purpose, achievement, and satisfaction at work when they are driven. As a result, people experience greater levels of job satisfaction because they feel appreciated and respected for their efforts. People who like their professions are more likely to stick with the organization and exhibit higher levels of loyalty. People that are motivated are also more likely to

be driven and determined to work towards their goals and objectives (Deci et.al, 2013). It supports workers in setting specific goals, staying on task, and overcoming obstacles. Employees that are motivated are more likely to approach their job with initiative, take the initiative, and look for possibilities for growth and development. Motivated workers are more likely to look for possibilities for growth and learning. They are eager to advance their careers, learn new things, and increase their expertise (Ganta, 2014). In order to build a culture of continuous improvement, organisations that value and support employee motivation frequently offer opportunities for training, development programmes, and career promotion. Hence, human behavior is largely influenced by motivation, especially at work (Lunenburg, 2011). In order to improve employee performance and organizational success, academics, practitioners and scholars have been attempting to comprehend the complexity of motivation for decades. Over time, several theories of motivation have developed, each giving distinctive viewpoints on what motivates people and how to manage and lead them successfully. Some of the famous theories include, Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Expectancy Theory, Equity Theory and Self-Determination Theory.

Literature Review

Modern motivational theories can play a crucial role in modern era corporate world. With the help of these theories, companies can not only keep their employees motivated but also increase their productivity. Modern managers can use these motivational theories and apply them in real life to understand and motivate their employees better. One such theory that they can use is Maslow's hierarchy of Needs theory. Maslow's Hierarchy of Needs is unquestionably one of the most well-known theories of motivation. Maslow asserts that people and employees are driven by a hierarchy of wants that extends from self-actualization (realizing one's potential) to physiological necessities (such as food and shelter) (Fallatah et.al, 2018). Despite the profound influence Maslow's theory has had on management techniques, some critics contend that its inflexible hierarchical structure oversimplifies human motivation. Managers nowadays must understand the complexity and uniqueness of motivation since people have such a wide range of dynamic requirements. Another theory that managers can use is Herzberg's Two-Factor Theory. This theory distinguishes between motivators (intrinsic variables that can promote motivation and contentment) and hygiene factors (extrinsic factors that might cause unhappiness). According to this hypothesis, distinct variables can affect both work satisfaction and discontent. Herzberg's theory offers important insights into the function of intrinsic motivation, but it has come under fire for lacking empirical support and placing too little emphasis on the contribution of individual variations (Dartey-Baah & Amoako, 2011). Herzberg's theory may be strengthened by a more comprehensive knowledge of motivation in the contemporary day, when work-life balance and job enrichment are becoming more and more relevant. Recently, Expectancy theory also started gaining attention. This theory was presented by Victor Vroom. Victor Vroom's expectation theory states that people are driven when they think their efforts will result in

positive consequences. This theory places a strong emphasis on the role that expectation, valence, and perceived instrumentality play in motivating workers. Expectancy Theory offers a rational framework for comprehending motivation, but since it relies so much on human perceptions and computations, it could ignore the impact of social and cultural influences (Lee, 2019). Managers must take into account the interaction between individual motivation and group dynamics in the present day, when cooperation and collaboration are essential. J Stacy Adams also proposed a modern theory for motivation. According to J. Stacy Adams' Equity Theory, individuals should evaluate workplace justice by contrasting their contributions and outcomes with those of others. People are driven to make things equitable when they notice things under- or over-rewarding (Tudor, 2011). Although Equity Theory highlights the significance of justice and fairness in motivation, it does not completely take into consideration how subjective each person's judgements are. Managers should take into account the function of equality in creating motivation while taking into account the particular requirements and viewpoints of each individual in the present period, when varied workforces demand inclusive practices. Managers today can also investigate self-determination theory. In their self-determination theory, Edward Deci and Richard Ryan emphasize the intrinsic motivation that arises from satisfying the three fundamental psychological needs of autonomy, competence, and relatedness. According to this hypothesis, people are more motivated when they feel in charge of their lives, are confident in their ability to complete tasks, and have deep relationships with other people (Deci et.al, 2017). Self-Determination Theory acknowledges the value of intrinsic motivation in the contemporary day, as workers increasingly desire autonomy and meaningful employment. By enabling self-direction and fostering a supportive work environment, managers may encourage motivation. Goal setting theory can also be pretty handy in these modern times. According to Edwin Locke's goal-setting theory, achieving particular, difficult goals will result in better levels of motivation and performance (Lunenburg, 2011). According to this notion, people are motivated by having clear goals and getting feedback on how they're doing. Goal-Setting Theory has strong empirical backing, yet it may ignore the dangers of setting unrealistic or too ambitious objectives. To maintain motivation and performance in the current day, where agility and adaptability are essential, managers should strike a balance between goal setting, flexibility, and ongoing feedback. Self-efficacy theory can also be applied to modern times. Albert Bandura's self-efficacy theory places a strong emphasis on how people's perceptions of their own talents might affect their motivation and behavior. This idea states that people who have high self-efficacy are more likely to set difficult objectives for themselves, persevere in the face of challenges, and accomplish their desired results. The Self-Efficacy Theory emphasizes the value of enhancing employees' competence and confidence via instruction, criticism, and encouraging work settings (Cherian & Jacob, 2013). Managers should engage in building self-efficacy in the present day where workers are expected to take on a variety of tasks and responsibilities to encourage motivation and improve performance. The ideas have made a substantial contribution to our knowledge of motivation, but modern viewpoints also point to other elements that play a role in motivation in

the contemporary world. These include things like work-life balance, employee engagement, organizational culture, and the effect of technology on drive. To build an atmosphere that fosters motivation and fuels organizational success, managers must take these variables into account in addition to conventional ideas of motivation.

In the context of modern-day India, motivational theories have had a considerable impact on managerial practices. The "Two-Factor Theory of Motivation and Satisfaction" and the idea of "intrinsic motivation and employee engagement" are two significant theories that have helped us comprehend motivation in the workplace. According to Sanjeev and Surya (2016) "Two-Factor Theory of Motivation and Satisfaction," both inner and extrinsic elements are important for inspiring workers. This theory postulated that two different categories of characteristics, referred to as "motivators" and "hygiene factors," affected both job satisfaction and motivation. Aspects of the work environment, such as pay, job security, and working conditions, are included in the category of hygiene factors. In contrast, internal elements related to the nature of the work itself, such as rewards, accountability, and chances for personal development, served as motivators. Based to the notion, although hygienic aspects were essential to preventing unhappiness, motivators were crucial to boosting job satisfaction and intrinsic motivation. In India's management practices of the modern era, the Two-Factor Theory has been particularly applicable. By addressing hygiene aspects like equitable compensation, job security, and comfortable working circumstances, organizations realized the value of establishing a positive work environment. Organizations sought to avoid employee unhappiness and create the conditions for motivation by making sure these basic demands were addressed.

Bhuvanaiah and Raya (2015) focused on the notion of "intrinsic motivation and employee engagement" attracted interest in the management community. "Intrinsic motivation" describes internal forces, such as a sense of autonomy, mastery, and purpose, that push people to work for the sake of working. On the other side, "employee engagement" refers to the emotional dedication and commitment workers have to their work and organization. These ideas were seen to be essential in India's contemporary period as businesses realized they needed to capitalize on employees' innate motivation in order to cultivate a highly engaged workforce. In India, businesses aimed to develop settings that promoted employee engagement and intrinsic motivation. They promoted autonomy and decision-making, gave opportunity for skill development, and helped people feel like their work had meaning. Organizations used techniques to improve intrinsic motivation and employee engagement and foster a good and motivating environment after realizing their effects on performance and job satisfaction. Employers in India gave high priority to giving workers chances for skill development so they could improve their abilities and learn new things. This strategy acknowledged the significance of lifelong learning and personal development as intrinsic employee motivators. Organizations sought to empower staff members and prepare them to take on new challenges by funding training programmes, workshops, and professional development activities. Additionally, employers supported their staff

members' independence and autonomy. and acknowledged that people naturally want to be in control of their work and have a yearning for self-determination. Organizations sought to promote a sense of ownership and intrinsic motivation by delegating tasks, including staff in decision-making, and giving them the opportunity to submit ideas. Building intrinsic motivation and enhancing employee engagement also involved establishing a sense of purpose for the task being done. In India, employers made an effort to match job duties and responsibilities to the organization's overarching goals. Organizations sought to foster a feeling of meaning and purpose, which in turn fueled intrinsic motivation by highlighting the relevance and influence of individuals' contributions.

Gopal and Chowdhury (2014) emphasised on the connection between leadership philosophies and worker motivation in an Indian organization. They investigated how different leadership philosophies, such as authoritarian, democratic, and laissez-faire, affected worker motivation. They claimed that a "transformational leadership" approach that prioritizes motivation, intellectual stimulation, and individualized care has a good impact on worker morale. They emphasized the significance of competent leadership in developing a productive workplace. Organizations in contemporary India understood the value of leadership in inspiring workers. They recognized that motivation was positively impacted by leadership practices that promoted trust, offered support, and promoted employees' personal development. Organizations attempted to motivate and engage workers using "transformational leadership" techniques, which would increase employee engagement and performance.

In a workplace with a range of generations, Njoroge and Yazdanifard (2014) looked at how social and emotional intelligence affected employee motivation. They investigated how social skills and the capacity to comprehend and control emotions affected the motivation of workers. Those who had higher levels of "social and emotional intelligence" were more likely to be inspired by and involved in their jobs. They made clear how crucial emotional intelligence is in fostering a workplace that is both inspiring and productive. Organizations attempted to establish a friendly and energising atmosphere that fostered employee engagement and motivation by cultivating "social and emotional intelligence" in the workplace.

Conclusion

Modern management relies heavily on the complicated and diverse idea of motivation. Traditional motivational theories have offered insightful information, but they might not completely reflect the complexities of motivation in the modern workplace. Considering human characteristics, social dynamics, and changing organizational environments, managers must take a critical and adaptable approach. Managers may promote an atmosphere that encourages employee motivation, contentment, and performance in the contemporary workplace by recognizing the many motivational factors and utilizing the proper techniques. To sum up, management motivational theories have developed over time, presenting several viewpoints on

what drives people and how managers might successfully harness motivation for organizational success. Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Expectancy Theory, Equity Theory, Goal-Setting Theory, Self-Determination Theory, and Self-Efficacy Theory are examples of traditional theories that have contributed useful insights. However, to fully understand the complexities of the contemporary workplace, these traditional theories must be supplemented with modern viewpoints. Managers may build a motivating atmosphere that satisfies the specific demands of people and propels organizational success in the current day by considering elements like employee engagement, work-life integration, organizational culture, and technology. Managers who want to foster a motivated and engaged staff and contribute to the long-term success of their organizations need to understand and use motivational theories.

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