Impact of Employee Motivation on Performance (Productivity) In Private Organization

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Abstract - Doing Business all over the world is very challenging. Corporate performance and revenue growth are challenge by Internal and external operating environment factors. To survive in profitable way in the highly challenging and competitive global market economy, all the factors of Employee Retention & Production - machine, materials & men, should be managed in a impressive way. Among the factors of production the human resource constitutes the biggest challenge because unlike other inputs employee management calls for accomplished handling of thoughts, feelings & emotions to protected highest productivity. High productivity is a long-term benefits of Employee motivation. Motivated employee is a valuable asset which delivers huge value to the Organization in maintaining and strengthening its business and revenue growth. The attached project paper studies impact of employee motivation on performance (Productivity) in private organization.

Keywords: Motivation, Productivity, Employee satisfaction, Working Environment, Employee Performance.

1. INTRODUCTION

1.1 Background of the Study
Now days doing Business all over the world is very challenging. Corporate performance and revenue growth are challenge by Internal and external operating environment factors. To survive in profitable way in the highly challenging and competitive global market economy, all the factors of production - machine, materials & men, should be managed in a impressive way. Among the factors of production the human resource constitutes the biggest challenge because unlike other inputs employee management calls for accomplished handling of thoughts, feelings & emotions to protected highest productivity. High productivity is a long-term benefit of Employee motivation.

1.2 Research Problems
Employees management guide to a competitive benefit in the form of more motivate workforce by extension improved operational & business performance. The research problem question to be answer in this research is to define the major factors that motivate employs in diverse companies and to see if there is any particular organization purpose that depends on organizational inimitability employee behavior.

1.3 Objectives of the Research study
Identify the factors that encourage positive motivational behavior among employees is the Objective of this research. This in turn would develop customer service, efficient time management in each organization.

1.4 Limitation of the Research Study
Research study can be briefly declared the limitation in following points:
- Title of the questionnaire about Motivation so that the respondents thought that they should be precious by the motivation system earlier than filling the questionnaires.
- The length of the questionnaire – around 14 questions.
- The collective respondents will be analyzed and the results of the questionnaire will be documented.

1.5 Definition of Terms
a. Motivation: Motivation is the word derived from the word ‘motive’ which means needs, desires, wants or drives within the persons. It is the process of inspiring people to actions to achieve the goals. In the work goal background the psychological factors motivating the people’s behavior can be:
- Job-Satisfaction
- Achievement
- Term Work, etc
- Need for Money
- Respect

One of the most important functions of management is to create enthusiasm amongst the employees to execute in the best of their abilities. Therefore the role of a leader is to arouse interest in presentation of employees in their jobs. The process of motivation consists of three stages:-
1. A felt need or oblige
2. A incentive in which needs have to be aroused
3. When needs are satisfied, the satisfaction or achievement of goals.

Note: motivation is an emotional fact which means needs and wants of the have to be tackled by framing an incentive plan.

b. Employee satisfaction: Whether employees are happy and satisfied and pleasing their desires & needs at work. Many measures claim that employee satisfaction is a factor in employee motivation, employee goal.
Achievement and positive employee confidence in the workplace. Employee satisfaction, while normally a positive in your organization, can also be a disappointment if ordinary employees continue because they are satisfied with your work environment.

c. **Employee Performance**: The activity of performance is: of doing something fruitfully; by knowledge as famous from simply possessing it; A performance comprises an event in which normally one group of people the performer or performers act in a particular way for another group of people.

d. **Productivity**: Productivity is that which people can produce with the smallest amount of effort. Productivity is a ratio to calculate how well an organization or individual, industry, country converts input into goods and services.

What is Employee Motivation?
Motivations are an employee’s intrinsic enthusiasm about and drive to accomplish activities related to work. Motivation is that interior drive that causes a person to decide to take action.

An individual’s motivation is influenced by biological, intellectual, social & emotional factors. Motivation is a multifaceted; we can not easily define to motivation, intrinsic driving force that can also be influenced by external factors.

Every person has activities, events, people, and goals in his or her life that he or she finds motivating. By using intrinsic satisfaction & extrinsic factor organization can inspire employee motivation at work. Fulfilling the employee’s needs and expectations from work and the workplace factors that enable employee motivation or not. These variables make motivating employees challenging.

Some time employers fail to understand the importance of motivation in accomplishing their mission and vision. Even when they understand the significance of motivation, they lack the skill and knowledge to provide a work environment that fosters employee motivation.

Here are thoughts about encouraging and inspiring employee motivation at work.

Factors to Encourage Motivation.

- Management and leadership actions that allow employees
- Believe about your employees strengths!
- Inquire employees what they want
- Teach employees to measure their own success,
- Regular communication about factors important to employees,
- Treating employees with respect,
- Providing regular employee respect,
- Feedback and training from managers and leaders,
- Industry-average benefits and recompense,
- Carry an idea notebook
- Explain your reward systems.
- Inquire employees for information about their performance.
- Communicate!
- Stop Distracting Employees

2.2 Importance of Motivation
Motivation is the most important factors influential organizational efficiency. All facilities organizational will go to waste in lack of motivated people to utilize these facilities efficiently. Every superior in the organization must motivate its subordinates for the right types of behavior. The presentation of human beings in
the organization is dependent on the capability in the motivation. Motivation is a helpful instrument in the hands of management in exciting the workforce. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization.

- Best utilization of resources:
- Reduction in Labor Problems:
- Significant increase in production and productivity:
- Basis of Cooperation:
- Better Image:

The human resource manager purpose should be to help the general manager in keeping the employees satisfied with their jobs. One more goal in organization is the goal for the services manager is to develop motivated employees and support their morale regarding their respective works. The performance will be poor if the employee is not satisfied & happy. Workplace dissatisfaction frequently leads organization and its employee’s poor performance.

The Effect of Motivation on Employee Productivity
Motivated employees are inclined to be more productive than non-motivated employees. Most businesses make some pains to motivate workers but this is normally easier said than done. Employees are all individuals with different like’s dislikes and needs, and different things will motivate each.

1. Motivated Employees Are More Productive
   If employees will satisfied and happy then he/she will do his/her work in a very impressive way, and then the result will be good, on the other hand motivated employee will motivate other employees in office.

2. Decision-making and practical Expectations
   It is important to engage employees in the decision-making process, but create realistic expectations in the process.

3. Job Description, Work Environment and Flexibility
   Employee doing the right job for his personality and skill set, and performing well at the job greatly increases employee motivation and satisfaction. A safe and non-threatening work environment is necessary to maintain a high level of employee motivation. Flexible human resource policies, flexible time, work from home, childcare also be liable to have happier and more motivated workers.

4. Pay and Benefits
   Keeping employees motivated with good benefits is easy. Where to draw the line at generous benefits that motivate all employees, versus raises and larger salaries to retain and attract the best workers and keep them happy and motivated to be working for you, are more difficult.

5. Company Culture
   Creating a positive and employee-friendly company culture is a great motivational tool.

3. RESEARCH METHODOLOGY

3.1 Research Design
   This is a descriptive study. In this research we have enough data on the concept & research material. Questionnaire method is used for collecting data.

3.2 Sampling Procedure
   The study should be conducted with people from different locations. The questionnaires were e-mailed to 70 workers in Jaipur who working in various departments with different job responsibilities and organization position.

3.3 Instrument Used:
   Survey can be defined as a method of primary data collection in which information is collected by email & analyzed.

3.4 Scale Validity and Reliability
   The scales used to measure the variables in the questionnaire are Numerical scale.

3.5 Data Collection Procedures
   Internet Surveys is used. For much research, data collection using the internet is frequently an effective method. In Internet Survey it is very easy to get the respondents feedback in short period of time.

4. DATA COLLECTION & ANALYSIS

4.1 Introduction
   The data for the research has been collected using internet questionnaire. The questionnaire was distributed randomly to a sample of employees, over 70 employees who were working in various departments, with different job responsibilities and organization position.

4.2 Data Analysis
   After collecting the filled questionnaire, they were analyzed for presentation of research findings under data analysis.

1. From how many years you are worked with the present organization?

<table>
<thead>
<tr>
<th>Less than 1 year</th>
<th>5</th>
<th>(7.7%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 years</td>
<td>15</td>
<td>(28.8%)</td>
</tr>
<tr>
<td>3-5 years</td>
<td>12</td>
<td>(19.05%)</td>
</tr>
<tr>
<td>5-10 years</td>
<td>21</td>
<td>(40.4%)</td>
</tr>
</tbody>
</table>

The research was directed to find information on the duration of service the employee has been with the organization. Survey results indicated that highest number of respondents had been working between 5-10 years and this followed by 15 respondents 28.8% who have been with the organization between 1-3 years. Respondents who have been working for the shortest period of time less than 1 year stood with 5 respondents 7.7%.

2. In which department you are work in?

| Finance and Accounting | 2   | (5.60%) |

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Regarding the inquiry on the nature of work performed by the respondents, a highest number of 11 respondents (30.6%) were engaged in Research and Development. With 9 respondents (25%) came next for Human Resource Management. Sales and Marketing 7 (19.4%), Manufacturing 5 (13.9%)IT and Finance & Accounting 2 (5.60%)

3. **What is your job responsibility?**

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operative Employee</td>
<td>33 (63.50%)</td>
</tr>
<tr>
<td>Supervisor</td>
<td>13 (25.28%)</td>
</tr>
<tr>
<td>Manager</td>
<td>5 (9.6%)</td>
</tr>
<tr>
<td>Senior Management</td>
<td>1 (1.9%)</td>
</tr>
</tbody>
</table>

The research inquired to find the nature of jobs of respondents. The research showed that highest number 33 respondents 63.50% were engaged in operative employee related job responsibilities and this closely followed by 13 respondents 25.58%. These were followed next by Manager which is 5 (9.6%) & Senior Management that is 1 (1.9%).

4. **How much satisfied you are from the present organization?**

<table>
<thead>
<tr>
<th>Satisfaction Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Satisfied</td>
<td>6 (11.5%)</td>
</tr>
<tr>
<td>Satisfied</td>
<td>32 (61.5%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>10 (19.2%)</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>4 (7.7%)</td>
</tr>
<tr>
<td>Very Dissatisfied</td>
<td>1 (1.9%)</td>
</tr>
</tbody>
</table>

The research was directed to find how satisfied the respondents are with their present organization and results shows that Very Satisfied 6 (11.5%), Satisfied 32 (61.5%) Neutral 10 (19.2%), Dissatisfied 4 (7.7%) Very Dissatisfied 1 (1.9%)

5. **About your supervisor / manager**

An inquiry was made to know what kind of perceptions the employees have about their supervisor and manager. Results indicated the following:

<table>
<thead>
<tr>
<th>Supervisor Listens to employees</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Agreement</td>
<td>44 (83.02%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>7 (13.21%)</td>
</tr>
<tr>
<td>Disagreed</td>
<td>2 (3.77%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supervisor Has knowledge about employee’s work</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Agreement</td>
<td>42 (79.25%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>8 (15.09%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supervisor being fair to employees</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagreed</td>
<td>2 (3.77%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supervisor Support personal development</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Agreement</td>
<td>38 (71.70%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>13 (24.53%)</td>
</tr>
<tr>
<td>Disagreed</td>
<td>1 (1.89%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supervisor has realistic expectation of employee contribution</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Agreement</td>
<td>36 (67.92%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>13 (24.53%)</td>
</tr>
<tr>
<td>Disagreed</td>
<td>4 (7.55%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supervisor being fair to employees</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Agreement</td>
<td>35 (66.04%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>16 (30.19%)</td>
</tr>
<tr>
<td>Disagreed</td>
<td>2 (3.77%)</td>
</tr>
</tbody>
</table>

6. **How much satisfaction you are with you on the whole management?**

<table>
<thead>
<tr>
<th>Perception</th>
<th>Very Good</th>
<th>Good</th>
<th>Neutral</th>
<th>Bad</th>
</tr>
</thead>
<tbody>
<tr>
<td>relationship with your boss</td>
<td>16</td>
<td>26</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>boss/supervisor's management abilities</td>
<td>11</td>
<td>26</td>
<td>15</td>
<td>1</td>
</tr>
<tr>
<td>Communication with general management</td>
<td>11</td>
<td>13</td>
<td>24</td>
<td>5</td>
</tr>
<tr>
<td>appreciation from management</td>
<td>5</td>
<td>18</td>
<td>22</td>
<td>8</td>
</tr>
<tr>
<td>Career development support from</td>
<td>5</td>
<td>19</td>
<td>22</td>
<td>7</td>
</tr>
<tr>
<td>supervisor or management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

An inquiry was made to know whether the employees are fully satisfied with their current management. Results indicated the following:

**Relationship you’re with boss**

<table>
<thead>
<tr>
<th>Perception</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Good</td>
<td>16 (29.63%)</td>
</tr>
<tr>
<td>Good</td>
<td>26 (48.15%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>11 (20.37%)</td>
</tr>
</tbody>
</table>

**Boss’s / Supervisor’s management abilities**

<table>
<thead>
<tr>
<th>Perception</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Good</td>
<td>11 (20.37%)</td>
</tr>
<tr>
<td>Good</td>
<td>26 (48.15%)</td>
</tr>
<tr>
<td>Neutral</td>
<td>15 (27.78%)</td>
</tr>
<tr>
<td>Bad</td>
<td>1 (1.89%)</td>
</tr>
</tbody>
</table>
Communication with general management
Very Good: 11 (20.37%)
Good: 13 (24.07%)
Neutral: 24 (44.44%)
Bad: 5 (9.26%)

Appreciation from management
Very Good: 5 (9.26%)
Good: 18 (33.33%)
Neutral: 22 (40.74%)
Bad: 8 (14.81%)

Career development support from supervisor/management
Very Good: 5 (9.26%)
Good: 19 (35.19%)
Neutral: 22 (40.74%)
Bad: 7 (12.96%)

7. Mark your satisfaction level with your supervisor manager or management for response to suggestions proposed by you?

<table>
<thead>
<tr>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Dissatisfied</th>
<th>Very Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>29</td>
<td>13</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

9. How much satisfied you are with the level of training & development received?
Whether the levels of training employees receive supports in the development of job treatment was inquired into and the response indicates the following. In respect of initial training and development which employees receive 32 respondents 59.26% expressed satisfied while 21 respondents 38.89% expressed dissatisfaction. As regard the ongoing training, 31 respondents 57.41% expressed satisfied while 22 respondents 40.74% expressed dissatisfied.

<table>
<thead>
<tr>
<th>Perception</th>
<th>Satisfactory</th>
<th>Very Satisfactory</th>
<th>Unsatisfactory</th>
<th>Very Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial training received when hired</td>
<td>26</td>
<td>6</td>
<td>14</td>
<td>7</td>
</tr>
<tr>
<td>Ongoing training necessary to perform your job well</td>
<td>19</td>
<td>11</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>Self development support</td>
<td>18</td>
<td>8</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>Preparation for career advancement</td>
<td>15</td>
<td>6</td>
<td>15</td>
<td>14</td>
</tr>
</tbody>
</table>

10. Knowledge of your job among work force

<table>
<thead>
<tr>
<th>Perception</th>
<th>Strongly</th>
<th>Agree somewhat</th>
<th>Agree</th>
<th>Neutral Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce has job-relevant knowledge /skills necessary for successful job completion</td>
<td>8</td>
<td>27</td>
<td>15</td>
<td>2</td>
</tr>
</tbody>
</table>

Information was also sought to find out whether the workforce around the employee has job-relevant knowledge and skills. Results obtained indicated that 35 employees stated in positive agreement and this contrasts with 2 employees who disagreed the workforce is capable of performing given tasks. 15 respondents were neutral being unable to agree or disagree to the stated inquiry.

11. Skills Development of employee

<table>
<thead>
<tr>
<th>Perception</th>
<th>Strongly</th>
<th>Agree somewhat</th>
<th>Agree</th>
<th>Neutral Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities are given to get better my skills for the job</td>
<td>8</td>
<td>20</td>
<td>18</td>
<td>6</td>
</tr>
<tr>
<td>Supervisors/Team Leaders support employees growth</td>
<td>7</td>
<td>21</td>
<td>18</td>
<td>6</td>
</tr>
<tr>
<td>Management</td>
<td>6</td>
<td>19</td>
<td>20</td>
<td>7</td>
</tr>
</tbody>
</table>
Information on whether the workforce is given opportunity to improve their job skills results obtained indicated 28 employees 51.89% were satisfied with agreement and against this a low number of 6 respondents 11.11% disagreed to the issue and 18 respondents were unable to confirm their opinion either positively or negatively.


34 respondents 62.96% positively stated their satisfaction but against these only 6 respondents 11.11% expressed their disagreement. While 13 respondents 24.07% were neutral being unable agree or disagree positively.

To the inquiry whether the supervisor / team leader offer valuable information on how increase productivity. Results obtained indicated that 34 respondents 62.96% were in strong / somewhat agreement compared to 6 respondents 11.11% who disagreed that management, supervisor and team leader offer great desired level of support. 13 respondents 24.07% were unable to voice their convictions either positively or negatively.

13. Use of Right Employee Talent

<table>
<thead>
<tr>
<th>Perception</th>
<th>Strongly</th>
<th>Agree Somewhat</th>
<th>Agree</th>
<th>Neutral</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization uses my talent in the workplace</td>
<td>9</td>
<td>23</td>
<td>17</td>
<td>4</td>
</tr>
</tbody>
</table>

To the inquiry whether the organization is making use of employee’s talent an overwhelming 32 respondents 60.38% expressed in positive agreement while only 4 respondents 7.55% expressed their disagreements implying the employee has various other talents but the management is not allowing him or her to initiate

14. Your Performance Expectation Understanding & Performance Appraisals

<table>
<thead>
<tr>
<th>Perception</th>
<th>Strongly</th>
<th>Agree Somewhat</th>
<th>Agree</th>
<th>Neutral</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my most recent performance appraisal, I understood what I had to do to be rated at different</td>
<td>7</td>
<td>26</td>
<td>15</td>
<td>6</td>
</tr>
</tbody>
</table>

The employees are capable to understand performance appraisals which the organization is carrying out every now and then, 33 respondents 61.11% replied positively that they are able to fully understand what the appraisals demand or expect from them. Only 4 respondents 7.41% denied that employees are able to understand them and to expect them to offer wholehearted collaborations to other employees.

5. Conclusion

5.1 Summary

Employee Relationship with the boss had find as Good by 26 respondents 48.15% as in opposition to only 1 respondent who registered Bad relationship. This report shows that the boss has very good relationship with employee all the issues which concern by the employees directly raise to top management or the boss solve the circumstances and keep a good progress and relationship with employees. 26 respondents 48.15% were of the belief that Boss / Supervisors management ability as being good and this is a very good sign. It shows that employees totally trusting & regarding decisions of the top management. Communication with the boss / management also registered well with 24 respondents 44.44% as against only 5 respondents 9.26% who registered badly in communication. This is a good sign with high good communication between the boss & the employees. Acknowledgment from management was registered well with 23 respondents 42.59% which is a good sign. Employees become proud that their efforts are being accepted. They will get more of interest in their jobs & keep trying to do more efforts. Career Development support from Supervisor/Management was also, listed as Good with 24 respondents 44.45%.

6. Conclusion

Study shows that the employee motivation has direct impact on productivity and growth. A highly motivated employee invests his / her best hard work in carrying out each and every aspect of his / her duties and responsibilities. Improved job performances of the employee will add value to the organization itself and to the employee’s productivity. The experimental results
of this study show that the motivation of the employee has reward to the employee and the organization and the organization will keep the faithfulness of the employee at the high climax. Also, the employee will trust his/her organization, supervisor and top management. Form these observations of details it is very clear that business organizations can live and grow by taking care of their employees. In the free market economy under today’s globalization only organizations which follow high-performance paying attention on their employees can live and grow quickly and securely.

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Motivation Level of Employees: A Case study of HDFC Bank Ltd.
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Lecturer, Professor, nupur2583@gmail.com, chenujoshi@gmail.com

Abstract: In any organization employee motivation is the key of success. The purpose of this study was to describe the importance of certain factors in motivation. Specifically, the study sought to describe the importance of the motivation, role of motivation and technique of motivation. In this study a sample of 30 bank officer was taken to investigate the relationship between motivation & working environment and employee motivation. After analyzed the data result shows Bank employees found highly motivated as a result of working environment, and there is highly positive relationship of independent variable over dependent variable.

Keywords: Motivation, environment, techniques

Introduction towards on Motivation
In the organizational setting the word Motivation is used to explain the force that impels an individual to work. A motivated person is one who wants to work. Both employees and employers are interested in understanding motivation if employees know what strengthens along with what weakens their motivation, they can regularly perform more efficiently to find more satisfaction in their job. Every employer want to know what motivates their employees so that they can get them to work harder. When people ask about the motives of person, they are really asking “Why” the person acts, or why the person acts the way he does. Therefore the word motivation stands for movement. One can get a donkey to move by using a carrot or a stick with people one can use incentives, or threats or warning. However, these only have a limited effect. These work for a while and then need to be repeated, increased or durable to secure further movement.

If a manager truly understands his subordinate’s motivation, he can channel their internal situation towards command goals, i.e., goals are shared by both the individual and the organization. We all know, this fact that human being have great potential but they do not use it fully, when motivation is missing. Motivation factor are those which make people give more than a fair day’s work and that is usually only about sixty-five percent of a person’s capacity. Therefore, every manager should have both interest and concern about how to enable people to perform task willingly and to the best of their ability.

The effectiveness of a person depends on two factors. firstly, the level of ability to do a positive work, secondly, the willingness to do the work. So far as the first factor is concerned it can be acquired by education and training, but the second factor can be produced by motivation. A person has some needs and desires. It is only strongly felt needs which motives become. Thus motives are a product of needs and desires motives are many and keep on changing with time motives are invisible and directed towards certain goals.

Motivation is the process of routing a person’s internal drives and actions towards certain goals and committing his energies to achieve these goals. It involves a chain reaction starting with felt needs, resulting in motives which give rise to tension which survey action towards goals. It is the process of stimulating people to struggle willingly towards the achievement of organizational goals. Motivation may be defined as the work a manager performs in order to bring Subordinates to act on the desired manner by satisfying their needs and desires. Therefore, motivations is concerned with how behaviour gets started, is thrilled, continued and directed.

Definition of Motivation:
1st Definition of Motivation: According to Dale J. Beach: Motivation can be defined as a willingness to expend energy to achieve a goal or a reward.

2nd Definition of Motivation: According to Michael J. Hackman: Motivation is the act of stimulating someone or oneself to get a desired course of action or to push the right button to get a desired reaction.

3rd Definition of Motivation: According to Dalton E. Mcfarland, “The concept of motivation is mainly psychological. It related to those forces are many and keep on changing with time motives are invisible and directed towards certain goals.

The Role of Motivation:
Why do we need motivated employees? The answer is in our rapidly changing workplaces Motivated employees are needed. Motivated employees help the organizations for survive. Motivated employees are more productive. To be effective managers it is to understand what motivates employees within the context of the roles they perform. For example, research suggests that as employees’ income increases, money becomes less of a motivator.

Techniques of Motivation:
The main techniques of motivation are as under:

Needs Behavior Satisfaction

Needs
Behavior
Satisfaction
4 kinds of motivation

Positive
Motivation towards a goal

"Write this report and you get a bonus." 

"I really want to write this report!"

Negative
Motivation away from something

"Write this report or you’re fired!"

"I really don’t want to write this report!"

- Positive and negative motivation.
- Financial and Non-financial motivation.
- Individual and group motivation.
- Extrinsic and Intrinsic motivation.

Importance of Motivation
Motivation is one of the most important factors that determine the efficiency and effectiveness of an organization with its help a desire is born in the minds of the employees to achieve successfully the objective of the enterprise. All organizational facilities will remain useless if people are motivated to utilize these services in a productive manner. Motivation is an essential part of management process. An enterprise may have the best of material, machines and other means of production but all these resources are worthless so long as they are not utilized by properly motivated people. The importance of motivation becomes clear from following facts:

- High Level of Performance.
- Enhance corporate image.
- Absenteeism and Low Employee Turnover.
- Effective use of resources.
- Easy Acceptance of organizational changes.
- Good human relations.
- Easier Selection.
- Good image of organization.
- Increase in Morale.
- Enhanced industrial relation.
- Proper use of Human Resource Possible.
- Cooperative in Achieving Goals.
- Make Good relations among employees.
- Easier assortment.
- conveniences Change.

Objective of the Project Report
- To identify the motivation level of the employees of the organization.
- To admittance the working of the personnel department.

Research Methodology
Scope of Study:
The study was limited to HDFC.

Research Design:
This is a descriptive research. In this research we have enough data on the concept and research material. Because there are so many researchers have been done the same concept. Therefore, nothing is new this concept while I am going to study. Questionnaire method is used for collecting the data. I have formed same questionnaire for workers & staff members.

Methodology:
- Sample Size : 30
- Instrument Used: Questionnaire.
- Sample Technique: Random Sampling.

Sources of Data
- Primary Data - Questionnaire.
- Secondary Data - Files, Record Books, Company Manuals, Websites and Books.

Here are the complete Analysis of Employees Motivation:

<table>
<thead>
<tr>
<th>Table - 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title : Respondent's Classification According to the Age</td>
</tr>
<tr>
<td>Age Group</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>Below 30</td>
</tr>
<tr>
<td>30-40</td>
</tr>
<tr>
<td>40-50</td>
</tr>
<tr>
<td>50-60</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

- Description: Table 1 shows that most of the respondents are in the age group of 30-40 and 20% of the respondents are in the age group of 30-40 and 50-60 respectively.

<table>
<thead>
<tr>
<th>Table - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title : Respondent’s Classification According to the Qualification</td>
</tr>
<tr>
<td>Qualification</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Graduate</td>
</tr>
<tr>
<td>Post Graduate</td>
</tr>
<tr>
<td>Any Tech.</td>
</tr>
</tbody>
</table>

- Description: Table 2 shows that out of 30 respondents, most of them are Graduate 60% and 40% are postgraduate.

<table>
<thead>
<tr>
<th>Table - 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title : Respondent's Classification According to the sex</td>
</tr>
<tr>
<td>Sex</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Male</td>
</tr>
</tbody>
</table>

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**Table - 4**
Title: Respondent's Classification According to the experience

<table>
<thead>
<tr>
<th>Experience</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 Years</td>
<td>8</td>
<td>26.7%</td>
</tr>
<tr>
<td>5-10 Years</td>
<td>2</td>
<td>6.7%</td>
</tr>
<tr>
<td>10-15 Years</td>
<td>2</td>
<td>6.7%</td>
</tr>
<tr>
<td>15-20 Years</td>
<td>7</td>
<td>23.2%</td>
</tr>
<tr>
<td>20-25 Years</td>
<td>3</td>
<td>10.0%</td>
</tr>
<tr>
<td>25-30 Years</td>
<td>8</td>
<td>26.7%</td>
</tr>
<tr>
<td>30-35 Years</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>35-40 Years</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100%</td>
</tr>
</tbody>
</table>

Description: Table 4 shows equal no. of respondents having the experience of 20-25 and 25-30 years respectively and 7 respondents are having the experience of 15-20 years.

**Table - 5**
Title: Respondent's Classification According to the Marital Status

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>24</td>
<td>80%</td>
</tr>
<tr>
<td>Unmarried</td>
<td>6</td>
<td>20%</td>
</tr>
</tbody>
</table>

Description: Table 5 shows that 80% of the respondents are married and 20% are unmarried.

**Table - 6**
Title: Respondent's Classification According to the Employee Motivation

<table>
<thead>
<tr>
<th>Are you motivated by the officers</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>24</td>
<td>80%</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>10%</td>
</tr>
<tr>
<td>Confuse</td>
<td>3</td>
<td>10%</td>
</tr>
</tbody>
</table>

Description: Table 6 shows that 80% respondents view that they are motivated by the officers, 10% are not motivated and 10% are confuse.

**Table - 7**
Title: Respondent's Classification According to the Types of Feeling with organization

<table>
<thead>
<tr>
<th>What type of feeling you have by working on HDPC</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied</td>
<td>21</td>
<td>70%</td>
</tr>
<tr>
<td>Unsatisfied</td>
<td>6</td>
<td>20%</td>
</tr>
<tr>
<td>Average</td>
<td>3</td>
<td>10%</td>
</tr>
</tbody>
</table>

Description: Table 7 shows that 70% of the respondents are of the opinion that they are satisfied with the organization, 6% are unsatisfied and 3% are average.

**Table - 8**
Title: Respondent's Classification According to the opportunity for views expression

<table>
<thead>
<tr>
<th>Do you get the opportunity to express your view in the company</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>18</td>
<td>60%</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>40%</td>
</tr>
</tbody>
</table>

Description: Table 8 shows that 60% respondents are of the opinion that they get the opportunity to express their views and 12% are not getting the opportunity.

**Table - 9**
Title: Respondent's Classification According to the job satisfaction about company management

<table>
<thead>
<tr>
<th>Are you satisfied with your company management</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completely</td>
<td>21</td>
<td>70%</td>
</tr>
<tr>
<td>Partially</td>
<td>9</td>
<td>30%</td>
</tr>
</tbody>
</table>

Description: Table 9 shows that 70% respondents are completely satisfied about company management and 30% of respondents are partially satisfied with the company.

**Table - 10**
Title: Respondent's Classification According to the satisfaction with regard to working conditions

<table>
<thead>
<tr>
<th>Are you satisfied with the working conditions on HDPC</th>
<th>No. of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completely</td>
<td>27</td>
<td>90%</td>
</tr>
<tr>
<td>Partially</td>
<td>3</td>
<td>10%</td>
</tr>
</tbody>
</table>

Description: Table 10 shows that 90% respondents' opinion that they are completely satisfied with the working conditions and 10% of the opinion that they are partially satisfied with working conditions.

Here are the complete Analysis of Employees Motivation:

Conclusion:
- On the basis of analysis the data and interpretations the research come to know that following points:
- Respondents get chance to express their observation.
- 70% of the respondents are completely satisfied while 30% of the respondents are partially satisfied.
- greater part of the respondents are completely satisfied with the working conditions.
- 70% of the respondents are satisfied with the wages and salary administration of the organization.
• 40% of the respondents are fully satisfied with the medical facilities.
• There is a cooperative relationship between workers and management.
• Motivation is abstract quality, for which measurement become to difficult task because of the non-availability of standardized test for it.
• Attitude of workers towards supervisor and co-workers is really favorable.
• Attitude of workers towards organization is enormously favorable.

Suggestions
After finding out the Survey Report on Employees Motivation, the conclusions the following suggestions can be made:
• conditions of Working environment should be improved.
• Wages and salary administration should be made proper for their purpose wages should be modify annually.
• Financial benefits should be increased.
• Welfare services need to be improved for the benefits of workers. A partially medical facility needs a major improvement.
• Promotion system should be communicated with the workers.
• Today, worker participation is increased in the decisions regarding organization. worker should have given chance to express their views in the company.
• The human motivation is irregular and not stable it should be considered in mind.
• Money incentives should be increased.
• Management policies and practices should be crystal clear among the workers, then workers could understand them easily.

Limitations
Limitations of the research are as follows:
Motivation Abstract: Motivation is intangible and it is very difficult to measure motivation because it can only be felt. Therefore, there is no standardized data on motivation.
Lack of Education Among the workers: Most of the workers are graduate as a result they become doubtful of the filling of these questionnaire.

Difficulty in Understand: A large number of the respondents needed help in understand these questionnaire.
Lack of Seriousness: Some of the workers did not attach the required seriousness to the investigator.

Reference:
• Susan Harser (1981), A New Self-Report Scale of Intrinsic versus Extrinsic Orientation in the Classroom: Motivational and Informational Components
• Management Research, October 2007, ICFAI University press, Page No 37-40
Innovation, Creativity & Motivation in Organization

Nupur Chaudhary

ABSTRACT:

In a global economy with fierce competition and ever shortening product life cycle, everyone agrees that innovation is a key strategic competitive factor. Many companies have addressed this need for innovation & creativity by launching a number of initiatives to generate, evaluate and implement new ideas. The aim of the paper is to give an overview about the connection between creativity and innovation. Without innovation and the closely linked subject of creativity, companies would not develop and could not succeed within the globalized world. Employees need to have the possibility to be creative because without creative minds no new ideas are generated and therefore no innovation takes place. Additionally the theoretical advancement describes the importance of employee motivation for organizational innovation. The results show the necessity of creative work force within an innovative organization since creativity and innovation are closely related to each other. Employee motivation plays a key role for creativity hence a positively inspiring corporate culture is needed in order to have an innovative company.

Keywords: organizational culture, creativity, employee motivation, incentives and rewards, process innovations
Dear Nupur Chaudhary

Sub: Article Subject “Innovation, Creativity & Motivation In Organization”.

We are pleased to inform you that the above mentioned article has been accepted for publication.


Best Wishes,

[Signature]

Dr. T.K. Jain

Editor-in-Chief
International Journal on Economics and Management
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Innovation, Creativity & Motivation in Organization

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Abstract

In a global economy with fierce competition and ever shortening product life cycle, everyone agrees that innovation is a key strategic competitive factor. Many companies have addressed this need for innovation & creativity by launching a number of initiatives to generate, evaluate and implement new ideas. The aim of the paper is to give an overview about the connection between creativity and innovation. Without innovation and the closely linked subject of creativity, companies would not develop and could not succeed within the globalized world. Employees need to have the possibility to be creative because without creative minds no new ideas are generated and therefore no innovation takes place. Additionally, the theoretical advancement describes the importance of employee motivation for organizational innovation. The results show the necessity of creative work force within an innovative organization since creativity and innovation are closely related to each other. Employee motivation plays a key role for creativity, hence a positively inspiring corporate culture is needed in order to have an innovative company.

Keywords: organizational culture, creativity, employee motivation, incentives and rewards, process innovations

Definition

Innovation: innovation is the specific tools of entrepreneurs, the means by which they exploit changes as an opportunity. Along with this, innovation is necessary and crucial in order to develop further and stay competitive.

Creativity: “creating; able to create; inventive, imaginative; showing imagination as well as routine skill. “Creativity is the driving force behind new knowledge creation and the generation of innovative outputs. Businesses that are able to effectively source and absorb knowledge and information are more likely to apply it creatively.

Introduction

Innovation is a word which gains more and more importance in the actual globalized world. When thinking about the meaning of innovation, the words novelty, change and new ideas can be associated with the term. First of all, we have to understand that innovation has different faces such as technical, organizational, institutional or social innovation. Having a closer look on organizational innovation, organizational astuteness is recognized by the gathering of knowledge of each individual, because each member of the organization contributes their ideas and values. There are many organizational factors that influence creativity and innovation, but four have major consequences: leadership behavior, measurement systems, organizational structures, and organizational cultures. It is necessary that the people have available resources in order to be creative and hence innovative. An implemented reward system within an organization could give an incentive for employees to be motivated while working because they want to reach a certain goal. Therefore, the positive attitude affects the creativity. Therefore, motivation systems within an organization could support the innovativeness of the entire company. In various companies, the organizational culture has a negative
impact on innovation. This happens when the structures are rigid and too much emphasis is put on how things are done. employees are restricted to try new ways of doing things. Companies can help nurture creativity by applying innovation processes providing the mental space for new ideas to take root. Companies need to measure progress which is an important part of continuous improvement cycle. The individual and the organizational dimension have the importance as key factors in influencing and determining creativity. Reward system help to the employees continue motivated which will generate a creative mind. When employees will satisfy from the company by above said reason then employee will share his creative ideas with the organization, which guide to innovation.

2. Organizational culture, creativity and innovation

2.1. Creativity and innovation

People tend to confuse creativity with innovation; creativity is the getting of ideas, innovation is the implementation. Creativity is inherently easier than innovation. What is often missing is not creativity in the idea-creating sense but innovation in terms of an action producing sense, i.e. bringing ideas to fruition. Being creative is thought to be much easier than the ability to actually implement ideas. Assumptions that creativity automatically leads to innovation are incorrect. Creativity and innovation are closely interlinked. Creativity and innovation remain today very important element to the success of any organization and it has become an increasing challenge for many large organizations to encourage and inspire the generation of new ideas, new innovations that can benefit not only the organization but also the creative and innovative individuals themselves. The combination of task motivation, creativity skills and expertise constitutes creativity which is the motor and driver of innovation. In today's competitive, consumer ambitious markets innovation is often described as 'the power of taking new ideas through to customers to satisfy increasingly classy needs'. But the need to create, come It is important to understand that innovation has an impact on the creativity but creativity of employees is a essential factor in order to establish innovation... Employee behavior is strongly prejudiced by a couple of factors, the two most important are incentive and reward systems and the organizational culture.

2.2. Organizational culture

Organizational culture also called corporate culture is the values, attitudes, beliefs, meanings and norms that are shared by people and groups within an organization. frequently the organization culture conclude the desire for innovation. Employee behavior is shaped by organizational culture and therefore influences an individual’s actions. therefore it is possible that values of cultural and norms are a powerful means of motivating innovation and creativity. An implemented reward system within a corporate culture is defining who receives rewards and for what reason. With the aid of incentive and reward systems an enterprise can motivate employee’s behavior and therefore achieve desired results. Reward systems are not just installed in a company in order to motivate employees but as well to control the outcomes. Reward systems can be one of the factors motivating innovation within an enterprise. It is obvious that there is a direct link between the corporate culture guiding employee behavior and reward systems motivating employees resulting in innovation for an organization
3. Motivation

Motivation is an internal feeling which can be understood only by manager since he is in close contact with the employees. Needs, wants and desires are inter-related and they are the driving force to act. These needs can be understood by the manager and he can frame motivation plans accordingly. We can say that motivation therefore is a continuous process since motivation process is based on needs which are unlimited. The process has to be continued throughout.

We can summarize by saying that motivation is important both to an individual and a business.

Motivation is important to an individual as:
1. Motivation will help him achieve his personal goals.
2. If an individual is motivated, he will have job satisfaction.
3. Motivation will help in self-development of individual.
4. An individual would always gain by working with a dynamic team

3.1. Maslow’s Need hierarchy theory of motivation

Needs are described as shortage states or imbalances, either (physiological or psychological), that boost and direct behavior. There is an activation of needs when a person feels that something is missing. Maslow’s motivational theory is observable that needs are organized in a hierarchy. This theory of Abraham Maslow is divided into five categories: (psychological needs, safety needs, social needs, esteem needs and self actualization). This theory states that one need needs to be satisfied in order to reach the next category. A second need-based motivational theory is the one of Frederick Herzberg, the so called two-factor theory which is closely related to the one of Maslow. This theory states that persons have two different kinds of needs. On the other hand, they struggle for survival, along with this Herzberg said that persons are looking for personal growth. In this motivational theory, Herzberg claims that factors that are satisfying survival needs, do not provide job satisfaction. They just avoid that employees get dissatisfied. Whereas factors that influence the personal growth are leading to job satisfaction. In a company when for example hygiene factors which contain the job (extra responsibility, promotion) are guaranteed, employees cannot be dissatisfied which leads to job satisfaction. (Herzberg) companies should use the methods of job enhancement and job growth in order to motivate employees. Job growth means that companies offer a greater variety of tasks which make the work more interesting. Job enhancement is challenging the employees with more multifaceted tasks where employees strive for achievement.

3.2. Financial methods of motivation

Though there are many reasons why people work for a living, it is undeniable that money, or other financial rewards, play a key role in motivating people in the workplace. There is a wide variety of ways in which a business can offer money (or “financial rewards”) as part of the “pay package”, including:

- **Salaries**: fixed amounts per month or year for performing a role; these are common for most managerial positions e.g. Accountant, Payroll Manager
- **Benefits in kind** (“fringe benefits”) – very common in businesses of all kinds; these include staff discounts, contributions to travel costs, staff uniforms etc
- **Time-rate pay**: pay based on time worked; very common in small businesses where employees are paid per hour.
- **Piece-rate pay**: pay per item produced – becoming less common
- **Commission**: payment based on the value of sales achieved.
- **Other performance-related pay**: e.g. bonuses for achieving targets
• Shares and options: less common in small businesses, but popular in businesses whose shares are traded on stock markets
• Pensions – becoming less common and generous. Small businesses tend not to offer pension benefits.

In most cases, an employee might expect to have a mixture of the above in a pay package. How important is money as a motivator? It is widely accepted that poor or low pay acts as a de-motivator. Someone who feels undervalued or under-paid may soon leave to find better-paid employment. However, it is less clear that paying people more results in better motivation. For most people, motivation (the will to work) comes from “within”. More money can help us feel better about our work, but it is unlikely to encourage us to work harder or to a higher standard.

3.3. Non-financial methods of motivation

Pure monetary incentives may not be an effective motivator and other factors may be more important in motivating employees. Maybe some employees do not like to work alone and therefore prefer working in a team which gives the benefits of increased productivity due to pooled talents and shared responsibilities and risks. Non-financial methods are given below.

Job enlargement

Job enlargement involves adding extra, similar, tasks to a job. In job enlargement, the job itself remains essentially unchanged. However, by widening the range of tasks that need to be performed, hopefully the employee will experience less repetition and monotony.

With job enlargement, the employee rarely needs to acquire new skills to carry out the additional task. A possible negative effect is that job enlargement can be viewed by employees as a requirement to carry out more work for the same pay!

Job rotation

Job rotation involves the movement of employees through a range of jobs in order to increase interest and motivation.

For example, an administrative employee might spend part of the week looking after the reception area of a business, dealing with customers and enquiries. Some time might then be spent manning the company telephone switchboard and then inputting data onto a database.

Job rotation may offer the advantage of making it easier to cover for absent colleagues, but it may also reduce productivity as workers are initially unfamiliar with a new task. Job rotation also often involves the need for extra training.

Job enrichment

Job enrichment attempts to give employees greater responsibility by increasing the range and complexity of tasks they are asked to do and giving them the necessary authority. It motivates by giving employees the opportunity to use their abilities to the fullest. Successful job enrichment almost always requires further investment in employee training.

Team working and empowerment

Empowerment involves giving people greater control over their working lives. Organizing the labor force into teams with a high degree of autonomy can achieve this. This means that employees plan their own work, take their own decisions and solve their own problems. Teams are set targets to achieve and may receive rewards for doing so. Empowered teams are an increasingly popular method of organizing employees at work.
In order to be creative and innovative that individuals should:

a) Practice chance (finding valuable and agreeable things when not particularly seeking them) - having a wide attention span and range of interests is important

b) 'Transfer technology' from one field to another

c) Be open/prepared to use chance or unpredictable things/events to advantage

d) Explore thought processes and the key elements of the mind at work in analyzing, valuing and synthesizing

e) Use his/her 'depth' mind (the insensible mind) for example by sleeping on a problem to generate creative solutions to problems

f) Try, as appropriate, to sometimes make the strange familiar and the familiar strange to spark new ideas

g) Suspend judgment to encourage the creative process and avoid premature criticism - analysis and criticism repress creativity

h) Think beyond the invisible frameworks that surround problems.

i) know when assumptions are being made and challenge them

j) Spot blinkered thinking and widen the field of vision (to draw on the experiences of other individuals/businesses)

k) Develop/adapt ideas from more than one source

l) Know when to leave a problem (remaining aware but disconnected) for solutions to emerge - patience is important here as is the suspension of judgment

m) Tolerate uncertainty and occasionally live with doubt and tentatively

n) Stimulate own curiosity (in everything including travel) and the skills of observation, listening, reading and recording.

4. Summary

In the globalized world Innovation is necessary and furthermore it is essential to stay competitive in the market. This paper focused on the linkage between creativity and innovation and therefore on the impact on the organizational culture along with motivation systems used in enterprises. Without employees being the basic essential participants in an organization, no innovation would be possible therefore it is evident that when talking about innovation staff plays an important role. The organizational culture can guide the staff members towards certain outcomes by giving them various incentives to reach the desired goals. It is essential to understand that every individual employee has different needs and desires and therefore responds in a different manner to various incentive and reward systems. Consequently it is necessary that the organization is establishing reward systems which appeals to all employees. The work behavior of an employee changes positively when he has the opportunity to reach set goals and in turn gets rewarded. Creativity is very important within an organization because it supports the innovation process. An innovative organizational culture needs creative employees but employees only can become creative if sufficient space is given to them. If an employee does not fulfill certain tasks, he will not get rewarded. This pressure of reward attainment hinders his creative mind to create new ideas.

It is necessary to understand that innovation and creativity are closely linked to each other. It is essential to have in mind that creativity meaning the generation of new ideas mostly occurs at the
individual level whereas innovation is the process where those ideas are captured. For an organization it is necessary to keep track of both sides: the frequent generation of ideas as well the use of its innovation process. By offering various and different rewards and incentives for employees, they get more motivated and therefore are more open for creativity and creative ideas.

Quite a few companies could benefit from an organizational culture supporting innovation. On the one hand organizational behavior is beneficial but on the other hand it also can be harmful. Organizational behavior supports creativity and innovation which leads to organizational encouragement and work group support.

In conclusion, it is evident that innovation can arise at a variety of levels of an organization: the individual, the team or the organizational level. As above said, it is necessary that the individual needs to be motivated because if the individual employee is excited to work, this has as well a positive impact on the team which then as a result impacts again the entire organization.

5. References


