Literature Review:

While dealing with employees, however, an intangible factor of will, volition or freedom of choice is introduced, and workers can increase or decrease their productivity as they choose. This human quality gives rise to the need for positive motivation. In fact the level of performance of an employee is function of his abilities and motivation. The first determines what he can do and the second determines what he will do. Where there is a strong positive motivation, if the employees output increases, but where it is negative or a weak positive motivation, his performance level is low. One of the key elements in personnel management is motivation. “It is core of management which shows that every human being earnestly seeks a secure, friendly and supportive relationship which gives him a sense of worth in face to face groups which are most important to him. A
supervisor should strive to treat individuals with dignity and recognitions of their personal worth.

McGregor has stated that "the task of management is to arrange organizational conditions and methods of operation so that people can achieve their own goals best by directing their own efforts toward organizational objective. Successful supervisors will be those who integrate the goal-oriented actions of individual workers with the pursuit of organizational goals. The goals of the individuals and the organization can be achieved through stimulating workers toward productive performance – called motivational process. It is a process of arousing action, sustaining the activity in progress, and regulating the pattern of activity. It attracts and initiates action and also serves as a factor in the continuation of activity until objectives have been attained. (CB Mamoria 2007)

The author (Li-Yu Tseng 2011) mention about employee motivation in the organization that prior studies about task performance within the high-tech industry have focused mainly on the relationship among working stress, working characteristics, employee motivation, and the compensation system. In addition, organizational commitment acted as an intermediary role between employee personality characteristics, organizational culture, and task performance; that is, employee personality characteristics and organizational culture indirectly influenced task performance through organizational commitment.

According to Benjamin James Inyang (2011) The HR function focuses on building the human capital that drives the
organizational activities to success. The in-depth analysis of the relevant literature shows that the workforce that is properly and continuously trained and developed through effective capacity building leverages the organization to achieve a competitive advantage and the bottom line. The human resource management function, essentially concerned with all matters related to employment relationships in the organization that is attracting, developing, motivating and maintaining energetic workforce. This energetic workforce should handle dutifully in strategic partnership with HR professional.

Aworemi, Joshua Remi: (2011) Suggest that good working condition, interesting work, and good pay are key factors to higher employee motivation. The author identified seven motivational factors i.e. (i) Job security, (ii) Personal Loyalty to the Employees, (iii) Interesting work, (iv) Good Working Condition, (v) Good Wages, (vi) Promotion and Personal Growth in the Organization and (vii) full appreciation of the work done. He was selected 15 different companies from Ogun states of Nigeria. Findings of the study suggest that good working condition, interesting work, and good pay are key factors to higher employee motivation. Purposefully designed reward systems that include job enlargement, job enrichment, promotions, internal and external stipends, monetary, and non-monetary compensation should be considered. This will help the employer identify, recruit, employ, train, and retain a productive workforce. Motivation represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior (Pinder, 1998). Direction refers to the path along which people engage their effort. This sense of direction of effort
reflects the fact that people have choices about where they put their effort. The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993). Motivation has been defined as the result of the interaction between the individual and the situation (Decenzo, 2001). Certainly, individuals differ in the motivational drive, but an individual’s motivation varies from situation to situation, from culture to culture. Motivation theories are classified into two groups; content theories and process theories (Igusisi, 2009). Content theories explore what motivate people, that is arouses and energized the behavior.

In contrast, intrinsic motivation is apparent when individuals’ behavior is oriented towards the satisfaction of innate psychological needs rather than to obtain material rewards (Ryan and Deci, 2000). Through training we can foster human resources in harmonizing with inside and outside organizational changes. Participation of active and motivated employee in training courses can facilitate acquisition of courses goals and prevent cost-wasting in this section of human resources. Finding reveals that situation, expectancy, intrinsic instrumentally, and intrinsic valence have affected employees’ motivation to participate in the in-service training courses, and utilization level of influential factors could not satisfy employees’ expectations. Farhad Ebrahim Abadi (2011). In future where the organization is going, for awareness of this the nature of external and internal labour markets and effective strategies for matching labour demand and supply are critical for success. Implementing effective strategies for attracting, selecting and keeping
employees productive, satisfied and motivated to contribute the organization's progress (Nankervis, Compton and McCarthy1999)

Modified expectancy theory provided a useful framework for assessing employee behavior in learning, decision-making, and motivation. Additionally, employee’s education influenced widely extrinsic instrumentality. Mohammad Reza Jalilvand (2011) suggests the type of employment influences expectancy, intrinsic instrumentality, extrinsic valence, and motivation of employees for participating in the in-service training courses in the oil industry setting. Expectancy led employees to believe their effort will lead to desired performance. Instrumentality is the belief that if an employee meets performance expectations, he or she will receive a greater reward, particularly for intrinsic instrumentality. In addition, employee’s education influenced widely extrinsic instrumentality. When employees perform well, expect good pay, monetary bonuses, and pay increases or promotions, the motivation of employees who decreases if they do not receive those extrinsic rewards. Interestingly, managers make mistakes by assuming what motivates employees. Since human beings are of widely varied nature, so are their motivators. Schein (1980) saw human nature as complex; with human needs and motivation varying according to the different circumstances people face, their life experiences, expectations, and age. The staff development plan is expected to motivate them for participating in the in-service training courses, but if it does not, and then there is something wrong. Further, good training and subsequently working condition have been widely favored by the employees. An employee’s suggestions system is expected to be in place to know their suggestions in order to
improve organization's training and working condition. The most important factor is for managers to support employees and recognize them. Robert Strong and Amy Harder (2009) Employee must be motivated to experience job satisfaction but that unacceptable working conditions can only result in an lack of satisfaction. He conclude that extension agents left the organization for both reasons, lack of job satisfaction and job dissatisfaction.

Cristian Valentin HAPENCIUC (2010) his case studies in Employee Motivation in the Company. He mentioned that the company performance is in a direct link with the resources it involves, namely material, financial and human resources. If in the case of the material and financial resources the diagnosis and improvement processes are relatively simple, the human resources imply more complex issues. The first condition for a firm to obtain performance (in terms of human resources) is recruiting staff with appropriate qualifications. But conforming to this criterion does not lead automatically to the elimination of human resources issues. Currently, the vast majority of firms employ qualified personnel with experience in the field, yet many of them record an inadequate performance in human resources. This is due to staff motivation. In addition to employing qualified personnel with experience it is necessary that it be motivated adequately. But motivation can be achieved through a variety of forms, salary bonuses and benefits such as cell phones, cars, products at promotional prices, program flexibility and more, all having a different impact. This article explores the effectiveness of various manifestations of motivation, trying to determine its optimum structure. For this purpose an analysis was made of a
firm that obtained a significant improvement in performance, while maintaining material and financial resources constant. The company applies many ways to motivate staff, so it was possible to analyze the impact of each one. Motivation as a very simple process, but in reality there are a lot of factors that influence it. There are a lot of motivational techniques and it is hard to decide which one is the optimum for a given situation.[4](Kerr S., 1995). One of the most important uses of motivation is in a company. Organizations employ workers to perform certain tasks; these workers need to be motivated in order to perform their tasks with maximum productivity. Of chorus workers need to be kept in the organization for a long period of time, for this process motivation is once again responsible. The traditional motivator for a worker is his salary, but in many cases that isn’t enough. Companies use a lot innovating tactics to keep their productivity at a maximum level. Some of them imply material rewards, others imply psychological motivators.[5](Weightman, J., 2008).

Employee will give their maximum when they have a feeling or trust that their efforts will be rewarded by the management. There are many factors that affect employee performance like working conditions, worker and employer relationship, training and development opportunities, job security, and company’s overall policies and procedures for rewarding employees, etc. Among all those factors which affect employee performance, motivation that comes with rewards is of utmost importance Nadia Sajjad Hafiza (2011). Frey (1997) argues that once pay exceeds a subsistence level, intrinsic factors are stronger motivators, and staff motivation requires intrinsic rewards such
as satisfaction at doing a good job and a sense of doing something worthwhile. Sometimes management pays more attention to extrinsic rewards but intrinsic rewards are equally important in employee motivation. Intangible or psychological rewards like appreciation and recognition plays a vital role in motivating employee and increasing his performance. Andrew (2004) concludes that commitment of employees is based on rewards and recognition. Lawler (2003) argued that prosperity and survival of the organizations is determined through how they treat their human resource.

The most important prerequisite for a long employment is satisfaction at work and employee willingness to understand the fact that the work performed is meaningful and significant for the enterprise, interesting, appropriately challenging and providing opportunities for personal development. If employees have prospects and specific opportunities for professional development and promotions based on the evaluation of the quantity and quality of work performed, a long employment and good job performance can be expected from them. To maintain this situation, it is necessary to keep staff motivated. Since the development of motivation may be variable sometimes, it is necessary to keep the motivational needs of employees, to analyze them and, where appropriate, to introduce incentive programs to update the organization Milos Hitka (2011). Another method for comparing the motivation levels is the cluster analysis. Given that the system of employee motivation is based on a distribution of criteria into disjunctive groups according to homogenous characteristics, the final assessment of the employee groups use cluster analysis (CLUA), where by the use
of appropriate algorithms, we can work towards the creation of different groups to which individual employees can be included (Anděl, 1985).

Employee’s Personality Traits, Work Motivation and Innovative Behavior in Marine Tourism Industry Employees with higher intrinsic work motivation are more likely to generate innovative behavior Su-Chang Chen (2010). The compensation in extrinsic work motivation has a positive effect on employee’s innovative behavior. Intrinsic work motivation has mediated effect between personality traits and innovative behavior. Extrinsic work motivation has partial mediated effect between personality traits and innovative behavior. Amabile et al. (1994) divided personality traits into six-teen types according to Myers-Briggs Type Inventory, it is found that personnel with extrinsic motivation inclination is positively related with the ex-traversion in personality trait; however, personnel with intrinsic motivation inclination is not positively related with the introversion in personality traits. According to above literature, personality traits and work motivation have mutual influence, and personnel with different personality traits will have disparate work motivations. Robert Epstein, Ph.D and Jessica Rogers (2008) Motivation is an internal state of arousal that often precedes behavior. The relation between motivation and behavior is only approximate. One can behave without being motivated to behave. One can also be motivated behave for example, to date and attractive colleague-without ever having an opportunity to behave. Motivation is generated by a variety of factors, some of which can control, and some of which we can’t. Our motto is
“Skill, Not Will,” by which we mean that the best way to change oneself and one’s future is to learn and practice new skills

International specialized literature speaks about motivational strategies, about methods of increasing the employees' satisfaction at work and of obtaining the best results by increasing work motivation. But what does motivation really represent? Which are the most modern motivational theories? Lefter Viore (2009). The most influent theory in the specialized literature is the theory of Maslow’s Hierarchy of Needs. Maslow published in 1954 a volume of articles and papers made during 13 years of research, under the name ”Motivation and personality”. "A theory of motivation" appears in chapter 5 and classifies people needs in 5 well-known categories: physiological needs, needs of security and safety, social needs (sense of belonging), needs of self-esteem and the needs of self-actualization. Herzberg continued and applied Maslow’s theory into practice. He dichotomized the human needs into satisfiers and dissatisfiers, or motivational and hygiene factors. The Fifty – Fifty rule covers both perspectives: the internal perspective of an individual and its inner motivational factors and also the external perspective, when the employee motivation is influenced by others and the instant circumstances. "When someone is motivating you, he or she is consciously or unconsciously seeking to change the strength and the direction of your motive energy (Adair, 2006).