


# Impact and Role of Motivation Theories in Continuous Improvement Environments

## A Reflection of Literature

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### ABSTRACT

A large number of the well-performing organizations in the world are believed to have better environments that produce highly motivated employees to attain their goals. As noted in the various literatures reviewed in this study, improved working conditions in companies, such as Dell Technologies and Apple Inc., are responsible for the overall organizational success within the highly contested market. When employees are motivated, they also work towards improving the conditions within the workplaces, so the relationship between the two is mutual. In addition, pay satisfaction, job design, and internal communication of an organization contributes to its workforce motivation, which results in improved productivity for the entire organization. On the other hand, highly motivated employees encourage organizational managers to offer better payment to their organizations, to attain satisfactory job design, and to improve internal communication. Even though this study utilized few articles in the literature review, its findings significantly contribute to the modern literature. However, future studies should consider using more materials and multiple variables to improve the quality and reliability of the outcomes.

### KEYWORDS

Continuous Improvement, Design, Environment, Job Satisfaction, Motivation, Self-Actualization

## 1. INTRODUCTION

Top organizational executives, human resource management, and other stakeholders within the contemporary business setting that focus on the competitive advantage of an organization have struggled with developing and identifying leadership talent that can improve the business environment. Recently, relevant research studies and theories have aimed to determine the combination of human drives and attitudes, which are needed to enhance an organization's performance within the highly contested modern markets. From the past empirical study, Dries et al. (2014) argue that the model involving a total of four quadrants, including learning agility, analytical skills, emergence leadership, and drive, fails to take into account the degree to which individual members of an organization are motivated to improve the organization's working environment and performance within the market.

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As per the argument by Porter et al. (2016), to attain improved performance of the individuals in an organization, as well as to achieving enhanced business environments, a combination of motivation and potential must be accomplished and retained. A motive is believed to be a central aspect that fuels leadership development while improving the organizational productivity. In most cases, leadership, especially within the contemporary business environments, faces severe challenges that require specialized skills to prevent them. Therefore, highly motivated organizational leaders play a crucial role in ensuring that all risks are mitigated without adverse effects from the internal and external business forces (Galli, 2018b).

Motivation within an organization can be viewed from different perspectives, which illustrate how it is generally used to improve the organizational performance. Taking the case of motivation to lead, the model is believed to have been conceptualized as a different construct with self-efficacy, personality, personal value, and previous experience as the significant antecedents. Other scholars view the same characteristics as the considerable determinants of personal level motivation with different work settings. About organizational leadership, it has been noted that its formation and development in an organization is usually a process through which individual characteristics interact with the aspect of work environments. In that case, the level of own employees' motivation depends partly on his/her level of assessment on nature. It also depends somewhat on the desirability of attained better work outcome through hard work and determination. From this point, it is clear that personal motivation among the individual members of an organization plays a crucial role in determining the overall working environment and performance of an organization in the market. Though only individual characteristics have been examined in the past studies, there is a great need to test the correlation between different motivational and situational variables. This will better determine the best decisions to take in organizational leadership responsibility regarding work environments, especially in the contemporary business setting.

With the continuous improvement of market environments, the projects succeed or fail to rely on its efficiency entirely. As a project manager, the critical task is to inspire your team's potential. There are three types of motivation theories: Hedonic or Pleasure Motivational Theories, Cognitive or Need-to-Know Motivational Theories, and Growth or Actualization Motivational Theories. This paper is based on Growth or Actualization Motivational Theories, which include Maslow's hierarchy of human needs and Alderfer's ERG theory, using hypothesis and research, to discover the impact and role of motivation theories.

## **1.1. Background to Motivation Theories**

Motivation theories mean looking for an explanation of the things that push our desires into actions. In fact, there are numerous motivational theories, but all of them are trying to illustrate the motivational concept from different angles. When it comes to management, motivation theories are more meaningful. An excellent manager should understand two tasks; one is motivating your team members, and the other is motivating yourself until your project is finished (Morgenroth et al., 2015; Agrawal & Sharma, 2014). Motivation must be one of the most important lessons on to become a successful manager. Various motivational theories have some significant impacts to ensure continuous improvement in the organizational working environments and performance of the workforce.

Hedonic or Pleasure Motivational Theory is defined as an approach through which the pleasure and pain receptors of an individual are influenced by their desire to eliminate some threats and to attain personal goals (Kringelbach & Berridge, 2015). The theory holds that in typical situations, people will tend to operate in a way to avoid pain and to attain certain levels of pleasure. From past studies, scholars have associated this theory with organizational environmental improvements. For instance, some recent studies apply the method to explain the motivational level of the employees under both an authoritarian leadership and a participatory approach (Badsı et al., 2017; Kringelbach & Berridge, 2015). However, where the theory has been widely used in some past studies, there

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