

# Employees Motivational Strategies for Organizational Effectiveness: At Workplace

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Motivation is generally defined as the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles. The direction of a person's behavior refers to the many possible actions that a person could engage in, while persistence refers to whether, when faced with roadblocks and obstacles, an individual keeps trying or gives up. The responsibility for motivation is three-fold: it falls on the senior leadership, the direct manager and the employee. According to Lawler, this includes "a highly complex set of actions on the part of both organizations and employees. Organizations must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organizations become effective and high-performing." This winning combination for performance requires a partnership between the organization and the employees. Lawler states: "One can't succeed without the other. To provide people with meaningful work and rewards, organizations need to be successful. And to be successful, organizations need high-performing individuals. The challenge is to design organizations that perform at high levels and treat people in ways that are rewarding and satisfying." To describe this mutually beneficial relationship, Lawler uses the term virtuous spiral, a relationship that occurs when the organization values its employees, and in return, workers are committed to high performance. Leadership for Motivation To reach the hearts and minds of employees, leaders need to be authentic with an impelling vision. "It is exceedingly important for a leader of any organization to communicate his or her vision constantly to ensure that there is no doubt about the direction a team is heading," says Ken Blanchard, world-renowned management coach. He emphasizes: "One of the most destructive traits a leader can have today is arrogance—acting like you've got it together all the time.

## I. REVIEW OF LITERATURE

Ebrahimi, and Watchel (1995) stated that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives. Managers and management researchers have long believe that organizational goals are unattainable without the enduring commitment of members of the organizations. Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999). Bernard in Stoner (1995) accords due recognition to the needs of workers saying that, "the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed." Bernard looks at workers, in particular librarians, in an organized endeavour, putting in time and efforts for personal, economic, and non-economic satisfaction. In this era of the information superhighway, employers of information professionals or librarians must be careful to meet their needs. Katz, in Sinclair, (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a librarian or information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees. Locke and Lathan (1976) gave a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of ones job or job experience. Job satisfaction is a result of employee's perception of

how well their job provides those things that are viewed as important. Job satisfaction of the librarian naturally depends on the economically, social and cultural conditions in a given country (Ebru, 1995). A librarian who cannot get a sufficient wage will be faced with the problem of maintaining his or her family's life. This problem puts the librarian far from being satisfied. Especially the social facilities (transportation services, and consumer cooperatives –cash boxes) are sufficient because of the economic conditions. Low wages and lack of status and social security affect motivation. Job satisfaction cannot be talk of where there is absence of motivation. Guest (1991) concluded that high organizational commitment is associated with lower turnover and absence, but there is no clear link to performance. It is probably wise not to expect too much from commitment as a means of making a direct and immediate impact on performance. It is not the same as motivation. Commitment is a broader concept and tends to withstand transitory aspects of an employee's job. It is possible to be dissatisfied with a particular feature of a job while retaining a reasonably high level of commitment to the organization as a whole. When creating a commitment strategy, Amstrong, (1999) asserted that “it is difficult to deny that it is desirable for management to have defined strategic goals and values. Similarly, it was found by Irving, (1997) that the men in their sample had higher level of commitment than the women. From early on, the concept of motivation has been utilized to explain types of behaviour, for example, basic biological needs or drives connected to survival and procreation (e.g. hunger, thirst and sex) and extrinsic rewards or punishments.

## II. OBJECTIVES OF THE STUDY

The following are the main objective of this study is to identify obstacles hindering workers performance for organizational effectiveness.

1. To review the earlier studies in this connection what those effect for running organization in order to get standard productivity.
2. To establish whether a positive relationship exists between motivational measures and improved performance (technical and administrative).

It is an attempt to answer the question: what makes some employees happy at work and others not? It will test the following hypotheses.

## III. HYPOTHESES OF THE STUDY

H1: Stronger organizational culture results in strong value expectancy behavior of employees.

H2: Nature of work moderates the effect of organizational culture on value expectancy behavior of human.

## IV. METHODOLOGY

The sample of employees used in this research was randomly selected from an outside survey research organization's web-enabled employee panel. The survey under consideration was conducted by SHRM (Society for Human Resource management) which is based on the American Community Study. In total, 600 (approx) individuals completed the online 2012 Job Satisfaction and Engagement Survey, yielding a response rate of 83%. All respondents were employed, either full time or part time.

## V. SAMPLE SIZE

A sample is a subset, or some part, of a larger population. In total, 600 (approx) individuals completed the online 2012 Job Satisfaction and Engagement Survey, yielding a response rate of 83%. All respondents were employed, either full time or part time. The purpose of sampling is to enable researchers to estimate some unknown characteristic of the population. Three factors are required to specify sample size:

1. Variance or heterogeneity of the population.
2. Magnitude of acceptable error.
3. Confidence level

In working out the sample size we have to make certain parameter estimates. For this study, the confidence level (Z) will be set at 95%, the margin of acceptable error (E) will 5%. Therefore, the sample size (N) for this proportion is determined by:

$$N = (Z)^2 \times (pq),$$

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$$E^2$$

where p = is the percentage of happy employees and q the E2 percentage of unhappy employees.

$$= (1.96)^2 \times (.85)(0.15) / (.05)^2$$

$$= 3.84 \times 0.1275 / 0.0025$$

$$= 0.4896 / 0.0025$$

= 195.84 ~ 196. Thus 200 employees is a representative sample (Zikmund,2003).

Since researchers can never be 100 percent certain a sample reflects its population, they must decide how much precision they need. Precision is measured by 1) the interval range in which they would expect to find the parameter estimate and 2) the degree of confidence they wish to have in that estimate.

The central assumption of the study was that motivation of workers can lead to good performance while lack of motivation can create dissatisfaction and the resultant poor performance. The framework that helped to guide the study was the theoretical perspectives of three motivation theories of McGregor known as theory X and Y, Abraham Maslow's theory of needs and Herzberg's two factor theory of motivation and the body of literature that deals with performance management approaches, intrinsic motivators, extrinsic motivators, good work and organization performance and the human resource management paradigm.

#### VI. WORKER SATISFACTION AT WORKPLACE

According to this study, in 2012 81% of employees reported overall satisfaction with their current job, with 38% of employees indicating they were "very satisfied" and 43% "somewhat satisfied." Employees' overall satisfaction with their jobs is down five percentage points from its peak of 86% in 2009 and four percentage points above its low in 2002 (77%).

#### VII. EMPLOYEE ENGAGEMENT

Employee engagement, which may or may not be aligned with employee job satisfaction, is about the employee's connection and commitment to the organization. The top five aspects contributing to employee engagement in 2012 were very similar to the 2011 results; the main difference among the lists was that the aspect "employees frequently feel that they are putting all their effort into their work" made the top five list in 2012.

- 83% of employees stated that they are determined to complete their assign work goals and confident they can meet their goals on workplace.
- 79% of employees stated that satisfaction with their relationship with their co-workers is good.
- 75% of employees were satisfied with opportunities to use their skills and abilities at work while working.
- 72% of employees were satisfied with how their work contributed to their organization's business goals.
- 71% of employees stated that they frequently felt that they were putting all their effort into their work and that they were satisfied with their good relationship with their nearest supervisor.

#### VIII. MOTIVATIONAL STRATEGY ON WORKPLACE

The top five aspects of employee job satisfaction were also analyzed by several employee demographics. Opportunities to use skills and abilities were the top concern among employees, and in most cases, this aspect ranked among the top two very important aspects of job satisfaction, regardless of employees' tenure, age, gender or organization staff size. Opportunities to use skills and abilities were the third most important contributor to job satisfaction for respondents employed at organizations with 500 to 2,499 employees and for employees with three to five years and 11 or more years of tenure.

#### IX. CAREER DEVELOPMENT

Career development is an opportunity for employees to continually take part in more advanced or diverse activities (e.g., training, networking) that result in improving skills, gaining new skills, taking greater responsibility at work, improving their status and earning higher income. Sixty-three percent of employees rated opportunities to use their

skills and abilities at work as the most important contributor to their job satisfaction, displacing job security for the number one spot. This level of satisfaction placed opportunities to use skills and abilities at work third on the list of factors contributing to employee engagement. Thus, 63% of employees rated opportunities to use their skills and abilities at work as the most important contributor to their job satisfaction, displacing job security for the number one spot.

#### X. CAREER ADVANCEMENT OPPORTUNITIES WITHIN ORGANIZATION

42% of employees reported that this factor was very important to job satisfaction. Career advancement opportunities within the organization have continued a gradual trend upward since 2007, when this aspect was at a low of 27%. According to this study, 44% of employees indicated that they are likely to look for work outside their organization in the next 12 months, whereas in 2011, this percentage was 36%. HR professionals are in a position to help their organizations develop coaching or mentoring programs to promote knowledge sharing and internal networks between experienced and more junior employees.

#### XI. EMPLOYER'S COMMITMENT TO PROFESSIONAL DEVELOPMENT

While only 36% of employees rated this aspect as very important to job satisfaction, 54% of employees reported being satisfied with their organization's commitment to professional development. With the ongoing economic recovery, organizations are reporting difficulty finding qualified candidates for their open positions. One way organizations can continue to make sure their employees grow and develop is to take advantage of web-based training, which is more cost-effective than face-to-face training such as seminars or conferences. Employees can be trained at their desks without incurring the travel-related cost of professional development.

#### XII. JOB-SPECIFIC TRAINING BY ORGANIZATION TO WORKFORCE

Job-specific training is also necessary to fill a newly hired employee's skills gap. The immediate application of skills acquired through such training may boost employee confidence and productivity. Similar to the organization's commitment to professional development, 36% of employees viewed job-specific training as very important to their job satisfaction and 57% were satisfied with it. There were no significant differences among employee demographic variables.

#### XIII. PAID TRAINING AND TUITION REIMBURSEMENT PROGRAMS FOR MOTIVATION

28% of employees believed paid training and tuition reimbursement programs were very important to employee job satisfaction and 47% said they were satisfied with this aspect. Through paid training and tuition reimbursement programs as motivational tool, employers support employees who want to reach their career goals by continuing their education. Many HR professionals reported that their organizations offered educational assistance to their employees for motivation: for that 61% offered undergraduate educational assistance and 58% offered graduate educational assistance.

#### XIV. EMPLOYEE RELATIONSHIP WITH MANAGEMENT

One of the components of a good relationship is effective communication. When there are open lines of communication, supervisors can respond more effectively to the needs and problems of their employees. Effective communication from senior management can provide the workforce with direction. In addition, management's recognition of employees' performance through motivation like praise (private or public), awards and incentives is a cost-effective way of increasing employee morale, productivity and competitiveness. As organizations emerge from the recession, it is important for the senior management team to communicate effectively about the organization's business goals, policies and vision.

#### XV. WORKFORCE RELATIONSHIP WITH IMMEDIATE SUPERVISOR

Supervisors who develop a positive relationship with employees may be more likely to learn their employees' strengths and weaknesses, making it easier for supervisors to use their employees' talents for the good of the organization. Employees who have a favorable relationship with their supervisors—a relationship in which they feel safe and supported—may be more likely to go above and beyond what is required of them. They also may share with their supervisor job-related problems or even personal problems, which can be barriers to employee productivity. It is important that supervisors set clear expectations and provide feedback about work performance so as to avoid any potential frustrations. Nearly three-quarters (71%) of employees were satisfied with this aspect of

job satisfaction. 76% of employers report that they have an employee recognition program. However, when employees were asked about the importance of management's recognition of employee job performance, only 50% indicated that this aspect was very important to their job satisfaction. What about employees' satisfaction with this aspect? Employees may feel more committed to their organization if they believe that their efforts are valued. More than half (57%) of employees reported they were satisfied with management's recognition of employee job performance. Acknowledging and rewarding employees' job performance is important. Equally important are the behaviors that management rewards, which manifest the norms and culture across the organization.

#### XVI. PAY TO WORKFORCE AS MOTIVATIONAL STRATEGY

Compensation was rated as the most important factor by employees with three to five years of tenure, 16 or more years of tenure and employees in organization with 500 to 2,499 employees. 58% of employees were satisfied with compensation/pay overall. When employees were asked if they had received a pay raise (e.g., merit increase, cost of living increase) within the last 12 months, 50% reported receiving a raise and 39% indicated that they received bonus. These numbers are higher than in 2011, when 45% of employees reported receiving a raise and 35% indicated that they received a bonus. 6 out of 10 employees indicated that compensation was very important to their overall job satisfaction, putting it only three percentage points below opportunities to use skills and abilities and only one percentage point below job security. Compensation, along with job security, has consistently remained on the list of the top five job satisfaction factors most important to employees.

#### XVII. BENEFITS TO EMPLOYEE FROM EMPLOYER

Fifty-three percent of employees rated benefits as a very important contributor to their job satisfaction. In 2012, for the first time since 2002, benefits slipped to sixth place, placing it 10 percentage points below opportunities to use skills and abilities and four percentage points below communication between employees and senior management. Almost two-thirds (61%) of employees were satisfied with their benefits package — 26% said they were very satisfied and 35% were somewhat satisfied. Although benefits were rated as very important by more than half of employees, only slightly more than one-quarter of employees were very satisfied with their benefits—a difference of 27%. In study 73% of HR professionals reported that their organizations' employee benefits offerings have been negatively affected by the recession.<sup>9</sup> This has undoubtedly added to the trend of organizations increasingly shifting the costs of benefits to employees. The only significant difference in the assessment of the importance of benefits to overall job satisfaction was based on employee organization staff size.

#### XVIII. SUGGESTIONS

There are many things that employers can do to stimulate greater engagement. If you agree that the bigger challenge is to create sustainable engagement, it then follows that sustainable engagement flows from consistent, high-quality people leadership. Employers need to take these steps:

- There is need for the top management to develop a management style that will be embraced by the subordinates.
- Communicate with staff on a regular basis: Everyone understands the world has changed. Explain what is going on, how it affects the business and the resulting impact on people. Tell the truth without drama. But even more importantly, tell a story about where you are going. Engagement also flows from people buying into a future and wanting to be part of it.
- Follow communications with actions that are consistent with the messaging. If part of the future story is to capture market share from a previously untapped segment, create and implement measures that show staff you meant what you said and are acting on the message.
- Supervision needs to be improved to be more adequate to promote good performance.
- Recognize achievements. You may not be able to award big bonuses or significant merit adjustments, but a lot can be gained by saying thank you and encouraging further development and success.

- Give feedback. Many leaders would prefer to crawl under their desks in times like these. We need to be visible to be able to accomplish the prior points. And when it comes to managing performance, remember that your teams know who is pulling their weight and who is not. Engagement also depends on people perceiving a leader's ability to step up and do the right thing—especially when it is hard. While the particular “how’s” of these ideas will vary from country to country and from culture to culture, I think the principles are fairly universal.
- Strong Leadership: Organizational success cannot be achieved without strong leadership and a focused, thoughtful work environment that promotes motivation. No matter the industry, HR leaders need to be in touch with what is important to employees and to work with senior management to foster a motivated workplace based on trust, recognition and acknowledgment, for optimal engagement and performance.
- There is need to improve on the departmental budget line and office facilities.
- While on the other hand one of the hygiene factors pay has not been met and this therefore implies that one of the hygiene elements has not been satisfied and this in itself could act as a big hindrance to motivation. This therefore creates a dilemma as to whether the hygiene factors are sufficient enough to create a solid baseline that can have a solid impact on the motivators.

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