

“TEAM MANAGEMENT SKILL”

Lecture8.

**MOTIVATE EFFECTIVELY EMPLOYEES IN ACCORDANCE
WITH EMPLOYEE MOTIVATION STRATEGIES**

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2.3. Motivate employees

2.4.1. The concept of motivation

Definition

Motivation means a process of stimulating people to action to achieve desired goals.

Motivation means a willingness to exert a high level of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need.

Thus, motivation consists of inspiring and encouraging subordinates to do work to achieve common goals

Types

Different types of motivation are frequently described as being either extrinsic or intrinsic:

- ✓ Extrinsic motivations are those that arise from outside of the individual and often involve rewards such as trophies, money, social recognition, or praise.
- ✓ Intrinsic motivations are those that arise from within the individual, such as doing a complicated crossword puzzle purely for the personal gratification of solving a problem

Characteristics of Motivation

Motivation is a process through which individually does something in order to satisfy some basic needs. It is a responsibility of a manager to motivate the employees towards the attainment of organizational goals through a higher level of performance. The motivation holds the following characteristics:

Motivation is Personal and Psychological Concept

Motivation is a personal as well as a psychological concept; hence, the managers have to study the mental and psychological aspects of the individual. Motivating factors are always unconscious but they are to be aroused by managerial action.

Motivation is a Process

Motivation is a process of inspiring, energizing, reducing and activating the employees to a higher level of performance. This process starts with unsatisfied needs, moves through tension, drives and goal achievement, finally, it ends with the reduction of tension aroused by unsatisfied needs.

Motivation is a Continuous Process

Motivation is a continuous on-going process rather than one shot affair. Because an individual has unlimited wants and needs. Motivation is an unending process. Wants are innumerable and cannot be satisfied at one time. As satisfaction of needs is an unending process, so the process of motivation is also unending. As soon as the existing need is fulfilled, another will appear. Hence, motivation should go continuously.

Motivation is a Complex Subject

Motivation is a complex subject in the sense that the individual's needs and wants may be unpredictable. The level of need of a person depends on his/her psychological and physiological aspects.

Motivation is Goal Oriented

Motivation should be directed towards the achievement of stated goals and objectives. Motivation causes goal-directed behavior, feeling of need by the person causes him to behave in such a way that he tries to satisfy himself. From the viewpoint of the organization, the goal is to achieve high productivity through better job performance.

Positive and Negative Motivation

By the term motivation, we mean positive motivation which is related to the process of stimulating employees for good performance. But it is not necessary that all the time motivation must be positive, rather sometimes it can be negative also. The negative motivation is also known as punishment which is not desired by the employees.

Motivation is Behavior-oriented

As motivation is person specific, it is related to the personal behavior of an employee. Behavior is a series of activities undertaken by an individual in the organizational workplace. The behavior is directed towards the attainment of goals and objectives.

2.4.2. Factors that Influence employee motivation

a) Extrinsic Factors that Influence Employee Motivation

✓ Monetary Compensation/ Salaries

No one works for free, nor should they. Employees want to earn reasonable salary/payment and employees desire their employers to feel that is what they are getting. Money is the fundamental inducement, no other motivational technique comes even close to it with respect to its influential value. It has the supremacy to magnetize, retain and motivate individuals towards higher performance.

Research has suggested that reward causes motivation of the employee which directly influences performance of the employee

✓ Leadership

Leadership is about influencing people to do things the right way. To achieve that you need people to follow and to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated. Theories imply that leader and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behaviour.

✓ Job Enrichment

Job enrichment is a job redesign technique that allows employees to have autonomy on how they perform their own tasks, giving them more responsibility. As an alternative to job specialization, companies/organizations using job enrichment may experience positive outcomes such as increased motivation, reduced turnover, increased productivity, and reduced absences. This may be because employees who have the authority and responsibility over their own work can be more efficient, eliminate unnecessary tasks, take shortcuts, and overall increase their own performance

✓ Information Availability and Communication

Managers can stimulate motivation by giving relevant information and making it readily available to the employees. To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate,

and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners.

✓ **Work Environment**

Work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment that will ultimately provide extra optimistic level of motivation. Lack of favourable working conditions, amongst other things, can affect badly on the employee's mental and physical well-being

✓ **Good Managerial Relations**

A good managerial relation is an important factor in fostering employee motivation. Those who act to maintain good relations with their employees exhibit the following behaviours: help with job related problems, awareness of employee difficulties, good communication, and regular feedback about the performance so that employees always know where they stand. Employees want to have input into decisions that affect them, to feel important and appreciated. They want to be informed and involved at workplace.

b) Intrinsic Factors that Influence Employee Motivation

✓ **Recognition**

rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement.

Job satisfaction is directly associated with internal work motivation of employees that enhances as the satisfaction of employees increases. That is why a study says that deficiency of appropriate recognition and rewarding reduces employees work motivation and job satisfaction. Hence, administration of organizations and institutions should build up the arrangement for giving those rewards and recognition to enhance employee job satisfaction and motivational level.

✓ **Skill Variety**

This is the extent to which a particular job requires a variety of employee competencies to carry it out. The more skill involved, the more meaningful the work becomes for an employee. one way

that employees may develop a sense of competency is by working in a job with high skill diversity. Skill variety relates to feelings of belonging, as well as a sense of attachment to the organization.

✓ **Trust**

Trust is defined as the perception of one about others, decision to act based on communication, behaviour and their decision. If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation.

✓ **Fairness of Treatment**

In evaluating fairness, individuals first assess the ratio of their contribution (input) to the resulting economic or social compensation (output) and then compare the ratio with that of referent others. Receiving comparatively both too much (over-compensation) and too little (under-compensation) is evaluated as unfair, according to equity theory. Accordingly, individuals try to reduce the unfairness by altering input or output.

✓ **Total Life Space**

The idea of "total life space" is a new concept for human resource managers, growing in importance as the number of employees grow. Employees want to be able to balance the demands of work and home. To do this, they want their managers to expect a reasonable amount of work, but not so much that the job interferes with personal life.

✓ **Meaningful Work**

Meaningful work is considered as a very important factor when it comes to intrinsic employee motivation. These days, employees want to be engaged in qualitative work. Employees want their work to be meaningful to them. Meaningful work is an emerging factor for valued outcomes of organizations. Meaningful work is an important issue and is valuable for both employee and employer. There are some other factors rather than money which an employee may want to share with their community and home members. Such factors include sense of achievement and feeling of accomplishment of some tasks. This meaningful work is considered as a dividend to the employee.

2.3.3. Employee motivation Strategies

To some extent, a high level of employee motivation is derived from effective management practices. To develop motivated employees, a manager must treat people as individuals, empower workers, provide an effective reward system, redesign jobs, and create a flexible workplace.

✓ Empowering employees

Empowerment occurs when individuals in an organization are given autonomy, authority, trust, and encouragement to accomplish a task. Empowerment is designed to unshackle the worker and to make a job the worker's responsibility.

✓ Providing an effective reward system

Managers often use rewards to reinforce employee behaviour that they want to continue. A reward is a work outcome of positive value to the individual. Organizations are rich in rewards for people whose performance accomplishments help meet organizational objectives.

An effective reward system has four elements:

- Rewards need to satisfy the basic needs of all employees.
- Rewards need to be included in the system and be comparable to ones offered by a competitive organization in the same area.
- Rewards need to be available to people in the same positions and be distributed fairly and equitably.
- The overall reward system needs to be multifaceted. Because all people are different, managers must provide a range of rewards pay, time off, recognition, or promotion. In addition, managers should provide several different ways to earn these rewards.

✓ Redesigning jobs

Many people go to work every day and go through the same, unenthusiastic actions to perform their jobs. These individuals often refer to this condition as burnout. But smart managers can do something to improve this condition before an employee becomes bored and loses motivation. The concept of job redesign, which requires a knowledge of and concern for the human qualities people

bring with them to the organization, applies motivational theories to the structure of work for improving productivity and satisfaction.

When redesigning jobs, managers look at both job scope and job depth. Redesign attempts may include the following:

- **Job enlargement.** Often referred to as horizontal job loading, job enlargement increases the variety of tasks a job includes.
- **Job rotation.** This practice assigns people to different jobs or tasks to different people on a temporary basis.
- **Job enrichment.** Also called vertical job loading, this application includes not only an increased variety of tasks, but also provides an employee with more responsibility and authority

✓ **Creating flexibility**

Nowadays employees value personal time. Because of family needs, a traditional nine-to-five workday may not work for many people. Therefore, flextime, which permits employees to set and control their own work hours, is one way that organizations are accommodating their employees' needs.

- **A compressed workweek** is a form of flextime that allows a full-time job to be completed in less than the standard 40-hour
- **Job sharing or twinning** occurs when one full-time job is split between two or more persons. Job sharing often involves each person working one-half day, but it can also be done on weekly or monthly sharing arrangement.
- **Telecommuting**, sometimes called flexiplace, is a work arrangement that allows at least a portion of scheduled work hours to be completed outside of the office, with work-at-home as one of the options.

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