

THE ROLE OF EMPLOYEE MOTIVATION

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It is the most important thing for any public or private sector organizations. This is supported by the statement that motivation plays an important role in the success of any organization either in the public or private sector (Chintaloo and Mahadeo, 2013).

Based on the theory and the hypothesis proposed in this study are: employee motivation is affected service quality positively; employee competence gives positive effect on service quality; employee motivation delivers a positive influence on employee performance; employee competence positively affected employee performance; service quality has a positive impact on employee performance.

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Competing theories stress either incentives or employee involvement (empowerment). Employee motivation can sometimes be particularly problematic for small businesses. The owner has often spent years building a company hands-on and therefore finds it difficult to delegate meaningful responsibilities to others. But entrepreneurs should be mindful of such pitfalls: the effects of low employee motivation on small businesses can be harmful. Such problems include complacency, disinterest, even widespread discouragement. Such attitudes can cumulate into crises.

But the small business can also provide an ideal atmosphere for employee motivation: employees see the results of their contributions directly; feedback is swift and visible. A smoothly working and motivated work force also frees the owner from day-to-day chores for thinking of long-term development. Furthermore, tangible and emotional reward can mean retention of desirable employees. People thrive in creative work environments and want to make a difference. Ideally the work result itself will give them a feeling of accomplishment—but well-structured reward and recognition programs can underline this consequence.

WHAT MOTIVATES?

One approach to employee motivation has been to view "add-ins" to an individual's job as the primary factors in improving performance. Endless mixes of employee benefits—such as health care, life insurance, profit sharing, employee stock ownership plans, exercise facilities, subsidized meal plans, child care availability, company cars, and more—have been used by companies in their efforts to maintain happy employees in the belief that happy employees are motivated employees.

Many modern theorists, however, propose that the motivation an employee feels toward his or her job has less to do with material rewards than with the design of the job itself. Studies as far back as 1950 have shown that highly segmented and simplified jobs resulted in lower employee morale and output. Other consequences of low employee motivation include absenteeism and high turnover, both of which are very costly for any company. As a result, "job enlargement" initiatives began to crop up in major companies in the 1950s.

While terminology changes, the tenets of employee motivation remain relatively unchanged from findings over half a century ago. Today's buzzwords include "empowerment," "quality circles," and "teamwork." Empowerment gives autonomy and allows an employee to have ownership of ideas and accomplishments, whether acting alone or in teams. Quality circles and the increasing occurrence of teams in today's work environments give employees opportunities to reinforce the importance of the work accomplished by members as well as receive feedback on the efficacy of that work.

In small businesses, which may lack the resources to enact formal employee motivation programs, managers can nonetheless accomplish the same basic principles. In order to help employees feel that their jobs are meaningful and that their contributions are valuable to the company, the small business owner needs to communicate the company's

purpose to employees. This communication should take the form of words as well as actions. In addition, the small business owner should set high standards for employees, but also remain supportive of their efforts when goals cannot be reached. It may also be helpful to allow employees as much autonomy and flexibility as possible in how their jobs are performed. Creativity will be encouraged if honest mistakes are corrected but not punished. Finally, the small business owner should take steps to incorporate the vision of employees for the company with his or her own vision. This will motivate employees to contribute to the small business's goals, as well as help prevent stagnation in its direction and purpose.

MOTIVATION METHODS

There are as many different methods of motivating employees today as there are companies operating in the global business environment. Still, some strategies are prevalent across all organizations striving to improve employee motivation. The best employee motivation efforts will focus on what the employees deem to be important. It may be that employees within the same department of the same organization will have different motivators. Many organizations today find that flexibility in job design and reward systems has resulted in employees' increased longevity with the company, improved productivity, and better morale.

Empowerment

Giving employees more responsibility and decision-making authority increases their realm of control over the tasks for which they are held responsible and better equips them to carry out those tasks. As a result, feelings of frustration arising from being held accountable for something one does not have the resources to carry out are diminished. Energy is diverted from self-preservation to improved task accomplishment.

Creativity and Innovation

At many companies, employees with creative ideas do not express them to management for fear that their input will be ignored or ridiculed. Company approval and toeing the company line have become so ingrained in some working environments that both the employee and the organization suffer. When the power to create in the organization is pushed down from the top to line personnel, employees who know a job, product, or service best are given the opportunity to use their ideas to improve it. The power to create motivates employees and benefits the organization in having a more flexible work force, using more wisely the experience of its employees, and increasing the exchange of ideas and information among employees and departments. These improvements also create an openness to change that can give a company the ability to respond quickly to market changes and sustain a first mover advantage in the marketplace.

Learning

If employees are given the tools and the opportunities to accomplish more, most will take on the challenge. Companies can motivate employees to achieve more by committing to perpetual enhancement of employee skills. Accreditation and licensing programs for employees are an increasingly popular and effective way to bring about growth in employee knowledge and motivation. Often, these programs improve employees' attitudes toward the client and the company, while bolstering self-confidence. Supporting this assertion, an analysis of factors which influence motivation-to-learn found that it is directly related to the extent to which training participants believe that such participation will affect their job or career utility. In other words, if the body of knowledge gained can be applied to the work to be accomplished, then the acquisition of that knowledge will be a worthwhile event for the employee and employer.

Quality of Life

The number of hours worked each week by American workers is on the rise, and many families have two adults working those increased hours. Under these circumstances, many workers are left wondering how to meet the demands of their lives beyond the workplace. Often, this concern occurs while at work and may reduce an employee's productivity and morale. Companies that have instituted flexible employee arrangements have gained motivated employees whose productivity has increased. Programs incorporating flex-time, condensed workweeks, or job sharing, for example, have been successful in focusing overwhelmed employees toward the work to be done and away from the demands of their private lives.

Monetary Incentive

For all the championing of alternative motivators, money still occupies a major place in the mix of motivators. The sharing of a company's profits gives incentive to employees to produce a quality product, perform a quality service,

or improve the quality of a process within the company. What benefits the company directly benefits the employee. Monetary and other rewards are being given to employees for generating cost-savings or process-improving ideas, to boost productivity and reduce absenteeism. Money is effective when it is directly tied to an employee's ideas or accomplishments. Nevertheless, if not coupled with other, non-monetary motivators, its motivating effects are short-lived. Further, monetary incentives can prove counterproductive if not made available to all members of the organization.

Other Incentives

Study after study has found that the most effective motivators of workers are non-monetary. Monetary systems are insufficient motivators, in part because expectations often exceed results and because disparity between salaried individuals may divide rather than unite employees. Proven non-monetary positive motivators foster team spirit and include recognition, responsibility, and advancement. Managers who recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will find their employees to be more highly motivated. One company's managers brainstormed to come up with 30 powerful rewards that cost little or nothing to implement. The most effective rewards, such as letters of commendation and time off from work, enhanced personal fulfillment and self-respect. Over the longer term, sincere praise and personal gestures are far more effective and more economical than awards of money alone. In the end, a program that combines monetary reward systems and satisfies intrinsic, self-actualizing needs may be the most potent employee motivator.

To tackle these different models as comprehensively as possible, this chapter is divided into five main sections: Section 2.1 employee motivation. Section 2.2 discusses the employee competence. Section 2.3 discusses service delivery. Section 2.4 Employee Motivation and competence in the Workplace 2.5 motivational theories

Employee Motivation

Motivation is the most important thing for any public or private sector organizations. This is supported by the statement that motivation plays an important role in the success of any organization either in the public or private sector (Chintaloo and Mahadeo, 2013). According to Chaudhary and Sharma (2012), basically, motivation comes from the word «motive». «Motive» means the needs, wants, and desires of the people. So, employee motivation means the process by which the organization inspires employee in the form of rewards, bonuses, and others to achieve organizational goals. The theory of motivation developed by Abraham H. Maslow in Hariandja (2007) was essentially revolves around the notion that humans have five levels or hierarchy of needs, namely: physiological needs, safety needs, social needs, esteem needs, and self-actualization.

Employee motivation is methods for motivating employees, is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. It has been broadly defined as the "psychological forces that determine the direction of a person's behavior in an organisation, a person's level of effort and a person's level of persistence". Also, "Motivation can be thought of as the willingness to expend energy to achieve a goal or a reward. Motivation at work has been defined as 'the sum of the processes that influence the arousal, direction, and maintenance of behaviors relevant to work settings'." Motivated employees are essential to the success of an organization as motivated employees are generally more productive at the work place.

Motivational techniques

Motivation is the impulse that an individual has in a job or activity to reaching an end goal. There are multiple theories of how best to motivate workers, but all agree that a well-motivated work force means a more productive work force.

Taylorism

Fredrick Winslow Taylor was one of the first theorist to attempt to understand employee motivation. His theory of scientific management, also referred to as Taylorism, analyzes the productivity of the workforce. Taylor's basic theory of motivation, is that workers are motivated by money. He viewed employees not as individuals, but as pieces of a larger workforce; in doing so his theory stresses that giving employee's individual tasks, supplying them with the best tools and paying them based on their productivity was the best way to motivate them. Taylor's theory developed in the late 1890s and can still be seen today in industrial engineering and manufacturing industries.

Hawthorne effect

In the mid 1920s another theorist, Elton Mayo, began studying the workforce. His study of the Hawthorne Works, lead him to his discovery of the Hawthorne effect. The Hawthorne effect is the idea that people change their

behavior as a reaction to being observed. Mayo found that employee's productivity increased when they knew they were being watched. He also found that employees were more motivated when they were allowed to give input on their working conditions and that input was valued. Mayo's research and motivational theories were the start of the Human Relations school of management.

As such following are the factors that motivate employees at work places

Recognition/Appreciation of work well done

This can be achieved by giving employees public recognition, feedback, promotion, and reward. Employees could view the need for appreciation for a job well done more important than the need for financial incentives (Thorpe and Homan, 2000).

2.2.2 Interesting work

Employees could be motivated through interesting work. Work can be interesting when jobs are well structured and specific goals are properly stipulated (Sorita et al, 2005).

2.2.3 Training and Development

According to Marchington and Wilkinson (2005), extensive training, learning, and development are the most crucial elements of high commitment HRM, particularly because it is the way that organizations can make sure that they outstanding employees stay at the forefront of their fields.

Possessing a low self-worth can lead people to have poor moods, fall short of their potential or struggle to manage relationships with colleagues. However, overly high levels of self-worth can lead to an inability to learn from experiences, including, importantly, from failures. In a business sense, managing the spectrum of employee self-worth is a skill in itself. Effective line managers and team leaders use the resources of their organization to strike a balance of productive levels of employee self-confidence.

Costs, Benefits and Ethics Surrounding Employee Development

Before employers can make decisions regarding leading, training, personnel and employee investment, they must believe that improving employee self-worth is valuable. This belief can come from a range of sources. Before assessing training costs, managers must ask themselves, "Will training and development lead to success, and will it improve individual performance?"

From an ethical perspective, the answer to these questions is, on the whole, going to be "yes." However, the time and cost of developing training, motivating employees through facilitation and focusing on personal development can create a setback.

Self-Worth

Employees may develop a low self-worth through reinforced feelings of inadequacy and negative talk or actions. A vicious cycle may occur that can spiral out of control if left unchecked by themselves or others.

HR and line managers have the responsibility to ensure that their workforce does not suffer from low self-worth, especially given that their feelings can impact their actions at work. A business filled with people eager to learn and develop is a sure sign that a company hired well or has the ability to motivate and develop employees.

Achieving this environment is not as easy as it sounds, but this investment in employees can harness the full value of the workforce, promoting loyalty and retention.

Understanding What Motivates Employees

Understanding and motivating employees is the key to increasing self-worth in the workplace. Training can help employees understand how their work fits into their company's structure, mission and goals. Employees often become more motivated when they understand how their work matters. However, training on core skills may not be the same as motivational training.

Employees often know as well as or better than managers when their work processes or productivity could be better. In many cases, they are missing the tools or education to achieve their potential. Training, particularly for departments and teams, can improve work quality and outcomes. As a result, employees feel happier in their work, become more excited about the prospect of success and develop a higher self-worth.

People Are Assets to Be Developed

Training and development opportunities should be seen as an investment in vital human resources. When companies

offer training to their employees, they must remember the importance of illustrating the value their people have. Clearly demonstrating succession planning, a commitment to training and development, and a long-term commitment to employee career progression is vital.

Developing employees' self-worth can promote attachment, loyalty and enthusiasm. It should also make the majority of employees keen to structure their learning and development so that it meets organizational needs. As a result, the organization will develop an ideal atmosphere for learning and growing.

Want to keep your staff motivated about learning new concepts? The quality and variety of the employee training you provide are key for motivation. Reasons to offer employee training are many, from new-hire operational training to introducing a new concept to a workgroup to installing a new computer system.

Whatever your reason for conducting an employee training session, it's critical to develop the employee training within the framework of a comprehensive, ongoing and consistent program. This quality employee training program is essential to keep your staff motivated about learning new concepts and ultimately keep your department profitable.

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