

Essence of Employees Motivation on Organizational Effectiveness

¹Brai Marcellus A, ²Boyce Ariwera O, ³Olokpo Morgan I. ⁴Onwuka Okechukwu

Department of Sciences, National Institute of Construction Technology (NICT), Uromi Edo State

Department of Architecture, (NICT), Uromi Edo State

Department of Building Technology, (NICT), Uromi Edo State

E-mail: maxcellusng6@gmail.com

Corresponding Author: ¹Brai Marcellus A.

ABSTRACT

The aim and goal of this paper is to identify the techniques of motivation, factors affecting employee's motivation and with benefit as it allows the human resources manager to elicit from the employees the expected behavior to enhance workers productivity. The strategies to adopt in order to overcome barriers to motivation were also highlighted. Workers are motivated when salaries is paid as at when due, designing their own rules, policies that will suit organizational goal and motivate employees by training them on the job, working in a friendly environment and appreciate them on their day to day activities which is needed to reduce industrial and organizational conflict.

Keywords: Recognition, motivation, organizational effectiveness.

INTRODUCTION

Motivation is of vital importance to every organization or a business venture because it involves the action phase of behavior to achieve the set goal. Having in mind the current era which we are is highly competitive irrespective of the size of the organization or business venture. To tackle this restraint, the management needs to be up and doing by setting up a workable strategy which comprises of the right people to execute a specific job in their areas of specialization in their respective organization. (Chowdhury M.S, 2007). Management of organizations tends to be nonchalant over certain job functions which tends to motivate employees performance that eventually result to low productivity as a result of compromise and also having set of needs which they want to satisfy. Researchers in this area have been so concerned with developing means by which human needs can be harnessed to achieve organizational objectives. This have cumulative consequences in nature such as slow pace of work, nonchalant attitude in the application of rules to work, on identification with the goals of the organization, improper use of facilities. The lack of commitment to work by employees which has become part of our societal norms is now traceable to the problems highlighted above. There is the need for a change in management and workers relationship becomes inevitable.

Lack of motivation results to frustration which in most cases arises from the failure to satisfy human needs through work (Ali R.et al, 2009).

Maslow theory of "Hierarchy of needs" stated that people have both psychological needs. He argues that apart from economic needs, human beings also have varied if optimum performance is required. Maslow categorized his theoretical framework as shown in figure below

1) **Physiological needs:** These include the basic substance of human life, food, clothing and shelter.

- 2) **Safety needs:** This includes both physical and economic need. It is the desire to be from illness and injury and at the same time remain economically comfortable and safe time from the fear of losing source of income.
- 3) **Social needs:** These deals with the need to be accepted by friends and colleagues. Requirements to feel wanted, loved, cared for, to belong etc. The feeling of belonging often spurs people to join formal or informal groups in response to their needs.
- 4) **Esteem needs:** These are requirements for a sense of personal worth and identify for status for personal recognition, achievement, prestige, independence and knowledge.
- 5) **Self-actualization needs:** This is the ultimate in Maslow's hierarchy. It involves the realization of one's own full potentials. This occurs when skills and ability are fully harnessed and developed. Once needs have been satisfied it remains forever. The concept of motivation has assumed an important positive in the business environment. It has become synonymous with behavior whether individual or group behavior. Motivation deals with the inner impulse of an individual to act since according to Maslow human needs are money.

MC GREGOR'S THEORY X AND Y

Douglas M.C. Gregorian American Industrial Psychologist propounded the existence of theories X and Y of the view that work does not come naturally to employees that they need to be bribed and cajoled in contributing, whereas Y is of the view that employees have a contribution that they will make it.

The theory X assumes that employees dislike work, responsibilities and therefore must be compelled to perform, while theory Y assumes that employees who like work are creative, seek responsibilities and can exercise self-direction.

In viewing further it is observed that managers deal with employees.

Under the theory Concept the four assumptions held by managers and subordinates are;

- a) Employees naturally dislike work and whenever possible will attempt to avoid it.
- b) So long as employees do not like to work they must be coerced, controlled and treated with punishment in order to achieve set goals.
- c) Most employees will place personal security and safety first and thereby displaying little or no ambition.
- d) Employees will as a matter of rule seeks to avoid responsibilities and seek formal direction whenever the need arises.

The concept of theory Y itemized four assertions held by managers about their subordinates. They are;

- a) Employees can view work as being as natural as rest or play.
- b) Employees will exercise self-direction and self-control if they are committed to their objectives.

C) The average employee can learn to accept even seek responsibility so under acceptable condition(s).

d) The ability to make innovative decisions is widely distributed throughout an entire population is not necessarily the sole premise of those in management positions.

As MC Gregory notes, believed ever management decision are assumptions about human nature and human behavior. These managers who subscribe to theory Y behave according to the postulates in theory they believe that human beings like to take

responsibilities and that commitment to an objective is a function of the reward associated with it. These rewards are the needs that will motivate them to act.

TECHNIQUES OF MOTIVATION

The success of any organization largely depends on the performance of the workforce, for this success to be consistent and sustained over a period of time; management should aim to manage their employees in such a way that will contribute their very best to the achievement of their establishment objectives.

Furthermore, in order to be able to motivate or induce them to work to their maximum, it is of vital importance that their various and collective needs be satisfied as much as possible within the available resources of the organization. (Vroom et al 1964).

When the right motivation skill is put in place it is expected to bring out the following;

- a) Smooth employee and employer relationship.
- b) A psychological and balanced working environment.
- c) A high sense of morale in employees
- d) Healthy and safety of employees
- e) Employee welfare

It is of vital importance to give the employee and worker the encouragement needed to develop their potentials to the fullest and also pay special regards to efficient services. (Umoru V.A.2010).

FACTORS AFFECTING EMPLOYEES MOTIVATION

It is of the fact that no individual works for free nor should they. Employees are aiming to earn more salaries on the job and that is why they need to be properly guided and trained to improve productivity. Money is the fundamental inducement, no other incentive or motivational techniques comes even close to it's with respect to its influential value (Sari et al, 2004).It has the supremacy to magnetize, maintain and motivate(spur)individual towards higher productivity.

Research has suggested that rewards has gone a long way to cause satisfaction of the employee which directly influences performance of the employee (Mani V.2010).Rewards and management tools that hopefully contribute to firms effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Ali et al, 2009). Leadership is about getting things done the right way, to do that you need people to follow you, trust you, which requires motivation to enable them put in their best on the job. Motivation is purely and simply a leadership behavior that stems from wanting to do what is right without bending rules for people as well as the organization.

THE EFFECT OF STAFF MOTIVATION ON PRODUCTIVITY IN AN ORGANIZATION

The effect of motivation can be seen as the act of willingness to exert higher level of comfort to satisfy some individual heads.

1) **Incentive on workers performance:** This is described as a motivating factor which spurs workers performance in order to increase productivity in the organization.

2) **Knowledge of human behavior in the organization:** Emphasis on this is mainly as innovation which the worker or the manager needs in order to boost productivity in the organization. The knowledge is said to be the forefront of any organization that must grow. These could be acquired by attending seminars, conferences, workshops, vocational studies, among others.

3) **Incentives needed to improve productivity:** The word incentive is also known as motivation, or a sign of appreciation. Workers need incentives to be encouraged to produce excess of product. Some of the motivational guide applied to produce effective result is as follows;

i) **Salary:** If workers' salaries are paid on time without fail or delay, workers are likely to improve productivity.

ii) **Loan:** If workers are given loans to satisfy their immediate needs they will be encouraged to work harder.

iii) **Accommodation:** Accommodation is a major source of motivation, workers without an accommodation cannot think of the growth of a company rather think of where to rest at the end of the day.

iv) **Allowance:** With an oral interview conducted it was observed that when allowances are given to workers, they are always up and doing in order for them to receive more at the course of doing this, productivity is at its peak.

THE BENEFIT OF EMPLOYEE MOTIVATION IN THE WORKPLACE

Having noted that managers and employees are the life wire of any organization or business. It therefore implies that management should take it as a needful to invest much into the welfare of their workers, if contrary problem is bound to happen leading to low commitment to work, low productivity of goods and services and industrial strike action.

Better work condition translates to only positive results.

a) **Improved productivity:** Once employees are motivated their performance reflects on productivity producing better produce in less time which the unmotivated employee takes longer time to produce the same kind of job.

Employees strive harder by putting together skills, knowledge, and effort to achieve a reasonable output. (Danish Q.et al, 2010).The success of an organization depends on how efficiently employees perform their jobs. (Heneman III and Shwabs, 1982).

b) **Pleasant working environment:** Motivated employees are happy employees. Better morale is contagious, it leads to a pleasant work environmental and better productivity. All this means a better working day for everyone.

c) **Performance appraisal:** Employees performance appraisals identify measures and develop job performance of employees in an organization and therefore are a planning strategy of an employee performance. This drives in to produce a set of standard of performance and even beyond the expectations. This can be measured in terms of responsiveness, morale, quality and quantity of production as well as customer's satisfactions. (Ali R .et al, 2009).

Performance appraisal also helps to identify areas of strong performance across all employees, by departments in evaluating the results of performance of workers which serve as an indication of where additional training and development may be necessary.

d) **Better employee's retention rates:** More employees can be easily absorbed if they are motivated. Bearing in mind that every time an employee comes into an organization you have to invest time to know the areas he or she is good and trained on it in order to speed up job productivity. Existing employees have a wealth of knowledge about your company and how project works (They are also already accustomed to working with the other employees at your facility. By retaining employees you save a lot of money and time.

4) **Monetary savings:** Improved productivity and higher quality services and products equal monetary gains for your organization or to be used as benefits for employees.

BARRIERS TO MOTIVATION AND ACHIEVEMENT

a) **Attitude to employees:** Taking a proper considering of employees as cog of the machine rather as a human system having unique needs, abilities, personality traits, values, aptitudes, skills etc.

b) **Leadership:** Leadership failure in the manipulation of incentives.

c) **Path:** Job responsibilities are undefined, unachievable, immeasurable, and unrelated to work goal.

d) **Work:** Gal undefined unachievable and immeasurable.

e) **Third party:** Influence of informal commitment systems through colleagues, unions and family members. (Houran et al)

STRATEGIES TO OVERCOME BARRIERS TO MOTIVATION

a) **Job analysis:** More emphasis on personal specification and regression analysis to determine weight-age on job related individual characteristics.

b) **Selection:** Selecting the right person (employee) for the right place at the right time.

c) **Attitude change:** Employee as human system having specific needs, aptitudes, temperaments, attitudes towards job and the organization.

d) **Training:** A periodic training of the employees about upgrading of skills, work role analysis and to the leader about leadership development. (Communication, manipulation of incentives, decision making etc. (Khalid et al, 2010).

e) **Adequate supervision:** Adequate attention will result in better supervision of subordinates by the management.

f) Higher performance will be guaranteed as employees will have that feeling that the boss cares about them.

g) On the other hand, if the supervisors in question lack wisdom, she will be dissatisfaction and apathy among subordinates, and this can eventually create room for low morale which will result to low performance. (Latt, K.A, 2008).

RECOMMENDATION

From the problems enumerated by the workers through personal interviews, it is apparent that for a company to achieve a better organizational efficiency, it needs to look into some of these areas. In the first instance, the confidence of junior workers should be adequately boosted. Some of them claimed that they were not well compensated. Staffs should be trained on the job, while empowerment and recognition should be carried out to

propel employees to work harder. Having in mind that it is the interest of the organization and the staff as well if given due recognition and a structured training.

CONCLUSION

There is need for leaders to identify the organizational goals with the fact that workers can be alienated from the overall structure because on the long run, it is these workers that are involved in the actual production process. Hence, the introduction of motivational techniques is all aimed at spurring the workers into greater heights. Better salary structure, overtime payment, free medical care and gratuity are all aimed at job satisfaction which will enable the organization to obtain the best expertise within an industry since the private sectors is highly competitive.

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