



Driving Employees by Motivation Towards Productiveness

KEYWORDS

K JANAKIRAMAN

RESEARCH SCHOLAR VELS UNIVERSITY,

DR.S.RAMACHANDRAN

DIRECTOR - AMET UNIVERSITY

ABSTRACT *We live in an environment where employees are considered to be the most precious asset of the organization. Motivating their employees is vital to any business. A motivated workforce means a highly productive staff, all of which will help the organization achieve their business goals. And this should be a main objective in every organizational business plan.*

Before a strategy is framed by any organization on employee motivational plans, the first step should be understanding what motivates their employees. This helps in clarifying the key idea of what drives them to their peak performance and providing required comfort level in order to extract satisfied work from them.

It is not common that every employee will be motivated by the same thing, listing out of key motivational factors can help in framing such strategies. The factors could be monetary incentives, rewards and recognitions, balance of work life programs, relaxed office environment and many more.

Very often discussed concepts of motivators are money and job satisfaction. We hear that better pay motivates employees to be more productive. We also hear that "happy employees are productive employees." But is there any truth to these sayings or are they just fictional beliefs? The only way to know if money and job satisfaction really influence productivity is to look at the results of scientific studies. Let's begin with what researchers have discovered about money.

Does Money alone motivates ?

Not exactly a definitive answer. Employee behavior is very complex. When we ask whether or not money is a motivator we are asking a very broad question that makes predicting behavior difficult. Money is a motivator to an extent. Money is a crucial mean by which employees can purchase things to satisfy their needs and desires. It also serves as a scorecard for assessment of how their service is valued. Employees can also compare their value to others based on their pay. In addition to its exchange value, money also has symbolic value. Reinforcement and expectancy theories attest to the motivating power of money. According to Reinforcement Theory if pay is contingent on performance, it will encourage employees to maintain high levels of effort. According to Expectancy Theory, money will motivate to the extent that employees perceive it as satisfying their personal goals and to the extent they perceive their pay as being dependent upon performance criteria. Money can motivate some people only under some conditions. In order for money to motivate an employee's performance four conditions must be met.

1. Money must be important to the employee – may be a situational need.
2. The employee must perceive money as being a direct reward for performance.
3. The employee must perceive the marginal amount of money offered for the performance as significant.
4. Management must have the discretion to reward high performing employees with more money.

It is rare for all four of these conditions to be simultaneously met. Not all employees are motivated by money to increase performance.

Employees who are intrinsically motivated are unlikely to be influenced by monetary incentives. In addition, money is likely to be a strong motivator for employees who are focused on meeting lower-order needs (basic needs critical to survival) but it is not likely to affect those who have all of their lower-order needs met. In today's economy, many employees are not getting raises and for those who are, the amount of increase taken home after taxes is not likely to be perceived as a significant reward for performance.

Job Satisfaction

Early research led scientists to believe that satisfaction did influence productivity but later research was unclear in regards to causal affects. Recent researchers have benefited by having previous studies as a foundation to build on, enabling them to identify possible mediating variables.

It is also believed that employees' overall job satisfaction is correlated with their work performance. How do we go about ensuring that our employees are satisfied?

Many Organizational psychologists at this research firms used a method called the Root Cause Analysis to identify the items that were driving employee perceptions.

- Approachability of the Management (ease to talk with).
- Provision of resources to do assigned job.
- Informing the employees on the important issues and changes.

A research conducted by a job site came with the following outcome :

- Approximately 65% of respondents said they were "somewhat" satisfied, but less than 15% said they were

“extremely” satisfied. Meanwhile, employers believe that 30% of their workers are “extremely” satisfied. This shows the out of touch of management to employees.

- The most satisfied workers are the Working Retirees and those in the Healthcare and Internet industries.
- The least satisfied workers are those under 30 and those in the Financial Services industry.
- 65% of employed survey respondents said they are looking around for change in job. 60% said they have plan to intensify their job search over the next three months despite the economy.

People who are satisfied on the job have the best perks in areas you might expect, but they actually put in longer hours than less satisfied employees, according to a new survey.

The other predominant factors that can motivate the employee are as follows :

- Implementation of employees development plans
- Appreciation of job done
- Team outing , quarterly dinner plannings
- Mingling of Top managers and Heads
- Carrercounselling and development
- Crediting of Salary in time
- Salary norms in comparison with prevailing industries
- Trainings / get-together / team outings
- Provision of Equal opportunities
- Flexibility in work policy without affecting the said goal.

Going Green

One more angle of looking an environmental friendly approach is that “Greener Office Concept”. A research in America proved many American office workers spend an average of 52 hours a week at their desks or work stations. Many recent studies on job satisfaction have shown that workers who spend longer hours in office environments, often under artificial light in windowless offices, report reduced job satisfaction and increased stress levels.

Outcome of this result is that People who worked in offices with plants and windows reported that they felt better about their job and the work they performed.

Overall quality of life, results supported that employees with interior plants in their offices tended to consider themselves happier or more content when compared to employees without plants in their offices.

Conclusion :

Productive, happy employees keep businesses thriving. So, if the motive is to make employee happy and make increased productivity, all the above conditions can help positively. One’s happiness might seem like a personal subject, but employers should also be concerned about the well-being of their employees.

An excessive negative focus in the workplace could be harmful, such as in performance evaluations where negatives like what an employee failed to do are the focus of concentration, he said. When properly implemented in the workplace environment, positive emotions can enhance employee perceptions of finding meaning in their work.

Psychologists Secret of Happiness at Work is that People who are unhappy in life are unlikely to find satisfaction at work. It is important that engaged employees are likely to become frustrated and dissatisfied and may blame their supervisors if they do not have the systems and support necessary to be effective.

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