

Motivation – An Important Key to improve Employees Performance

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Abstract

This paper examines how an understanding of employee motivation and motivational techniques can help managers increase employee performance and improvement in the quality of the organisation as well. The creation of a motivational workplace where demotivating activities are avoided; the development of a motivational managerial approach that promotes employee performance and job satisfaction; and the institution of equitable reward policies that provide real, attainable incentives. Motivation is considered to be a major psychological variable that significantly influences the work behaviour of the employees. An employee must be motivated towards his roles and work in an organisation. If no motivation is present in an employee then that employee's quality of work or the overall work in general will deteriorate. The study concludes that for good management a motivating and constructive environment must prevail which is sincerely and promisingly working for achieving both individual and organisational needs. At the end it would be correct to say that quality is never an accident. It is always the result of the intelligent efforts made by the organisation so as to improve the overall quality of the organisation.

Keywords – Motivation, HRD practices, Employees performance etc.

1. Motivation – An Introduction

"People often say that motivation doesn't last. Well, neither does bathing -- that's why we recommend it daily." --Zig Ziglar

Motivation can be defined in a number of ways. Generally, it is defined as a driving force that initiates and directs behaviour. In other words, motivation is a kind of internal energy which drives a person to do something in order to achieve something. Thus, when asked what is motivation? The answer is as simple as this: **Motivation is operationally defined as the inner force**

that drives individuals to accomplish personal and organizational goals. It is a complex force inspiring a person at work in an organisation to intensify his or her desire and willingness to use his or her potentialities for the achievement of organisational objectives. It is something that moves a person into action and continues him in the course of action enthusiastically. It is the driving force that keeps one going towards one's goals. We can say that motivation is an internal feeling which can be understood only by a manager since he is in close contact with the employees. Needs, wants and desires

are inter-related and they are the driving force to act. These needs can be understood by the manager and he can frame motivation plans accordingly. We can say that motivation therefore is a continuous process since motivation process is based on needs which are unlimited. The process has to be continued throughout.

2. Need to know about Employee Motivation

Although very often we hear about the term motivation. But it is also well-known that the ultimate responsibility for motivating employees lies within the individual employee. Intrinsic rewards and motivators tend to have a much longer lifespan for employees than extrinsic rewards and motivators. And, we know that what motivates one employee will not necessarily motivate another. Intrinsic rewards and motivators tend to have a much longer lifespan for employees than extrinsic rewards and motivators. And, we know that what motivates one employee will not necessarily motivate another. For this the management should have an integrated approach. In an integrated organization, management practices are in much greater alignment with efforts to improve morale and motivation. Managers and employees alike have clarity on their roles and responsibilities and communication from the top-down is both frequent and fluent. Motivational programs support efforts towards greater morale and productivity but are not seen as an end in itself. And most importantly, all employees, from the CEO down to the frontline worker, should understand their roles in making the organization successful. What is needed is greater consistency throughout the organization in communicating to employees about performance standards, expectations,

feedback and professional growth opportunities.

3. Importance of Employee Motivation

Motivation is a very important for an organization because of the following benefits it provides:-

a) Puts human resources into action

Every Business concern requires physical, financial and human resources to accomplish the organisational goals. It is possible through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees towards their work and job responsibilities. This will help the enterprise in securing best possible utilization of resources.

b) Improves level of efficiency of Employees

It is well known that the level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into-

- Increase in productivity,
- Reducing cost of operations,
- Improving overall efficiency.

c) Leads to achievement of organizational goals

The goals of an enterprise can be achieved only when the following factors take place -

- There is best possible utilization of all available Resources,
- There is a co-operative work environment,

- The employees are goal-directed and they act in a purposive manner.
- Goals can be achieved if co ordination and co-operation takes place simultaneously which can be effectively done through motivation.

d) Builds friendly relationship

Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. This could initiate the following things:

- Monetary and non-monetary incentives,
- Promotion opportunities for employees,
- Disincentives for inefficient employees.

In order to build a cordial and friendly atmosphere in a concern, the above steps should be taken by a manager. This would help in:

- Effective co-operation which brings stability.
- Industrial dispute and unrest in employees will reduce
- The employees will be adaptable to the changes and there will be no resistance to the change
- This will help in providing a smooth and sound concern in which individual interests will coincide with the organizational interests.
- This will result in profit maximization through increased productivity.

e) Leads to stability of work force

Stability of workforce is very important from the point of view of

reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees would always be of advantage to employees as well as the organisation. This will lead to a good public image in the market which will attract competent and qualified people into a concern.

It can be summarized by saying that motivation is important both to an individual and an organisation as well.

Motivation is important to an individual as:

- Motivation will help him achieve his personal goals.
- If an individual is motivated, he will have job satisfaction.
- Motivation will help in self-development of individual.
- An individual would always gain by working with a dynamic team.

Similarly, **motivation is important to a business organisation as:**

- The more motivated the employees are, the more empowered the team is.
- The more is the team work and individual employee contribution, more profitable and successful is the business.
- During period of amendments, there will be more adaptability and creativity.
- Motivation will lead to an optimistic and challenging attitude at work place.

4. Methods to increase Motivation amongst employees

In the challenging economic times, it is natural for most people to lose some level

of enthusiasm towards their jobs and work roles. But this thing can be improved by the organisation by putting its employees on the right track through motivation. The most important effort an organisation can make is to create an employee friendly work environment in which employee feels comfortable and dedicated towards his job duties so as to give his full potential at his best. Some of the *important techniques of motivation are discussed as below* –

a) **Know and care about the concerns of your employees** - Do they feel appreciated and listened to? Take the time to talk to them and discuss their priorities and desires. Frequent informal conversations would help to know more about them as individuals and enable the management of the organisation to better understand what really motivates each of its employees.

b) **Develop and communicate a compelling organizational vision** - Employees become motivated if they are well aware about the purpose, the goals of the organization and how they can contribute towards achieving them. For this the management should communicate a clear vision with passion and enthusiasm so as to enable each employee to understand how his own work contributes towards the company achieving its goals. To be motivated, they need to be confident that their work makes a difference.

c) **Address ineffective teamwork** - Working as part of an effective team can lead to impressive improvements in morale and motivation. Unfortunately the converse is also true. Even the most self-motivated individual cannot maintain enthusiasm if he is part of a dysfunctional team that is "not playing nice in the sand pit."

d) **Be a role model for your organization** - The attitude and behaviour of the leader sets the tone for the whole organization. Your employees are constantly watching you and will take your lead if you are enthusiastic. Engage the troops with your enthusiasm, be realistic about what is happening around you and remind them about where the organization is going. Talk about what is possible and how it can be achieved.

e) **Treat employees with fairness and no fear** - Happy employees are motivated employees. They are the bedrock on which successful enterprises are built – a fact demonstrated by numerous independent surveys. Good and experienced employees are the strong foundations of any organisation. Undoubtedly, happy workers boost the bottom line through increased productivity and higher retention rates. They should be treated with respect at the heart of building harmonious business relationships. They should be given the freedom to be themselves and choose how to achieve the agreed upon results.

f) **Provide employees with the opportunity to be creative** – Employees will feel more motivated if they work in an environment where they are challenged and still have the opportunity to innovate. The management should give them the freedom to make decisions and encourage collaborative problem solving. Develop strong skills in delegation.

g) **Invest in developing employees** – Employees can be motivated if the management really cares about its employees' success by providing opportunities for them to grow professionally. It can be done by providing an adequate training programmes and

encourage its use and benefits amongst its employees.

h) Regularly recognize and reward effort and results - Being generous with praises means a lot to the employees. Employees need appropriate recognition and praise for their work achievements. It boosts their morale and will encourage them to do more in the future since they know that their efforts are recognized, large or small. Look for opportunities to acknowledge and celebrate successes ...even the small ones. Sometimes, even a small and simple word 'Thanks' goes a long way. Be specific in your praise so that they know what behaviour has contributed to the overall success of the organization.

i) Ensure compensation and other rewards and benefits are fair - There are a number of extrinsic rewards that have a short-term impact on motivation. Salary increases, company stock options, bonuses, vacation days or upgrades to the work environment will be appreciated by your employees. However all of these basic motivational tools can become "demotivators" if they are not used fairly. Employees will compare their compensation packages with others, and will become discouraged if they perceive inequities. Employees need to know that they will receive appropriate and fair rewards and recognition for their achievements.

j) Ensure that the right person is doing the right task and fully understands their role - This is perhaps one of the most often overlooked areas of motivation because it requires us to step back from the day to day and take a more holistic and strategic view of the business. Getting the right people in the right role and then ensuring that their responsibilities and

expectations are clear is a critical foundation for the overall success and progress of the organisation.

k) Be true to your promises - If you promise that you give an incentive to your employee once he or she performs well at a given time requires you to fulfill it. Don't just say that, "If you reach 100% sales growth by the end of the month, you will get a bonus." Once you give your word, put your money on it. Failure to do so means loss of trust not only on that person but also on others who have heard the story.

l) Don't forget the fun - Too much work and boring monotonous jobs makes the employees tired. So, the management should not forget to set aside it once in a while. It can be made possible by rewarding them of a lunch if they perform well at one project. Sometimes, a movie show or a picnic lunch can be organised for the employees. Also, sometimes the office can be closed early on Friday if the employees have done their full jobs for the whole week.

5. Conclusion

Finally it can be undoubtedly said that the global business world is changing day by day and there is a cut throat competition amongst the business enterprises to lead the market. In such challenging circumstances there is a great need of the talented and experienced employees who are sincerely dedicated and motivated to perform their duties in a way which can give fruitful results, means that can take the organisations to the peak of success. To make it possible, it becomes necessary for the organisation to motivate its employees positively so that they are determined to perform their roles and job

responsibilities up to their best. Motivated employees help organisations survive. Motivated employees are more productive and efficient. In this way, the overall productivity and efficiency of any organisation is increased if its employees are motivated to do their best. In this way, Quality of the organisation can be definitely improved through employee motivation.

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