

Employee Motivation, An Organizational Performance Improvement Strategy (A Review on Influence of Employee Motivation on Organizational Performance)



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Abstract

The major aim of most organizations worldwide is to be good performer in terms of goal achievement. They lay several strategies to boost their productivity and some of these strategies touch on the mode of employment or change of human resource to become result centered. According to Hussein & Simba [1], employee's performance fundamentally depends on employee motivation, training and development, performance appraisals, employee satisfaction, compensation, job security, organizational structure among others. It is out of such arguments that the study was informed to examine how motivating employees influence performance of organizations. The study employed document analysis as a method for gathering relevant information required by the study.

Keywords: Motivation; Employee; Organization; Performance

Introduction

The term motivation has received varied scholarly definitions. According to Baron et al. [2] motivation was driven from Latin word 'movere' meaning move. The act of providing people with incentives to make them act in a desired manner is considered as motivation Certo [3]. In view of Nelson [4], motivation is the process of arousing and sustaining goal-directed behavior. According to Geomani [5], motivation is a decision-making process. It is inspiring a person to accomplish a behavior which is goal-oriented. Stanley [6] perceived motivation forces that are psychological and control direction of an individual's effort level together with his/her tenacity in obstacles.

Globally, desire to become successful and have constant progress is in the mind of every organization and business owners Manzoor [7]. According Manzoor [7], many organizations are facing challenges of employee retention regardless of their sizes, technology and market focus following the competitiveness in the current era. Nevertheless, these challenges can be overcome through adoption of a strong bonding between employees and their organizations Manzoor [7]. It is articulated that employees form the most critical part of any organization hence need to influence and persuade them towards tasks fulfillment is also crucial.

Discussions

According to Hussein & Simba [1], employee's performance fundamentally depends on employee motivation, training and development, performance appraisals, employee satisfaction, compensation, job security, organizational structure among others. Osabiya [8] acknowledged different strategies that various organizations design to compete and achieve prosperity. He asserted that employee's motivation determines any business facet's success. Further, he noted that the capability of drawing, holding and advancing employees that are talented are the main characteristics of a business that is successful. He considered employees as an asset with the highest significance in an organization chiefly in industries which are low-tech labour rigorous. Geomani [5] established that for an organization to grow, it must consider motivation as a significant factor in achievement of its growth. Stanley acknowledged the change and competition among companies which seek a competitive edge in today's market hence call for employee motivation for their retention in the organization for improved performance.

In view of Neeraj [9], the values and vision of an organization, employee engagement, acknowledgement of management and appreciation after work together with inclusive leadership legitimacy are the critical factors in motivating employees for better performance. According to Stanley [6], most organizations

face several challenges of which employee turnover has been identified as a universal problem around the world face. He noted that de-motivation is amongst the factors that contribute to high employee turnover. This was also affirmed by Mosley et al. [10]. A growing consensus among managers and leaders on the significance of combining effective motivation incentives to improve organizational performance was established by Cole & Kelly (2011). For organizations to meet their objectives, they must have a workforce that is motivated and works towards achieving the said objectives (Steers & Porter, 2011). Levy (2013) contended that keeping employees motivated is the greatest challenge many organizations face despite acknowledging that motivating them improves the organizational performance. Nevertheless, the organizations put efforts to identify and implement programs that prove effective in improving employee productivity Deci [10]. George & Jones (2013) posited that increase in salaries alone is not enough, other motivational factors must be considered for improved organizational performance.

In 2014, Jobber & Lee contended that a poorly motivated labour-force is costly in that it makes an organization realize lower production and performance. They established that lack of motivation is characterized by high/excessive staff turnover, frequent absenteeism, increased expenses, and a negative effect on the morale of colleagues. Al-Madi et al. [11] argued that the success of an organization largely depends on quality of her human resource irrespective of the industry within which it operates. This was also established by Deci [10]. This leaves managers and leaders with no alternative other than striving to motivate their workforce to improve the performance of their organizations Nabi et al. [12]. Kemoh [13] asserted that motivation falls among the significant factors in an organizational behavior and human resource management.

According to Al-Madi et al. [11] employees are the real assets of any organization. Mohsen et al. [14] asserted that employees form the company's engine. They noted a rising need of the job being done properly by the staff and the organization getting the required output from employees. Geomani [5] posited that for this to be achieved, there must be adequate motivation of employees by the management. Omollo [15] contended that it is always rewarding to a business to keep employee committed, motivated and involved in their jobs in that motivated and committed employees are more productive. According to Waiyaki [16], organizations are in a constant pressure to retain their workforce in a global and highly competitive environments. Deci [12] postulated that experienced, reliable and highly skilled employees are an asset for any organization.

Many scholars have argued that employees who are motivated highly normally are characterized by high productivity. Nevertheless, Certo [10] contended that good performance does not only emanate from motivation but also other factors such as employee's ability and skills, supplies, equipment, and time. Previous scholarly studies have noted that pressure that

most organizations are constantly experiencing to retain their workforce in a highly competitive, global environment Waiyaki [16]. Deci [10] contended that the only valuable assets that any organization can be proud of is its highly skilled, reliable and experienced employees. Nabi et al. [12] acknowledged that employee's productivity increase with its level of motivation even though this fact was refuted by Certo [10] who posited that a good performance is not because of motivation only, but also includes other factors such as ability, skills, equipment, supplies and time. One of the challenges facing most organizations is a high staff turnover irrespective of the salaries they offer Aguinis, [17]. This is a clear indication that salary is not the only motivator Waiyaki [16]. According to George & Jones (2013), the managers and supervisors should understand the need of individual employees and what motivates them instead of assuming a one-size-fits-all approach. Emeka et al. [18] compared an organization with its workforce and noted that an organization is only as strong as its workforce. Storey (2013) emphasized on the need to treat human resources with great care as they hold the productivity of any organization. Such kind of treatments are lacking in some organization even though the managers have recognized employees as invaluable assets in an organization.

Motivation of employees is perceived to have positive impact on the performance of organizations, yet many organizations have not realized this, or they have but lack the capacity to implement it Kemoh, [13]. Considering various kinds of motivation such as training, promotion, salary increment, sponsorship for further studies, improving working environment conditions, rewards and praises, many organizations have not adopted these strategies for improving organizational performance Osabiya [8]. Instead, the employees get their salaries or remunerations late, they sometimes face harassment and frustrations, they work in poor working environments and treated as slaves with their leaders, they are at times discriminated and denied promotions and denied even the sick leave, medical cover and houses allowances, in some cases they are not paid for overtime.

In some cases, the employees get dismissed from work simply because of lack of adequate skills which the organization can improve through offering trainings at some level Nguyen [18]. The leadership style in some organization has also been a major issue affection organizations performance Gachingiri [19]. In some cases, the employees get treated badly with no respect by some leaders. Motivation as a strategy to improve the performance of the organization, entails several things. Most organizations have failed just because of their lack of concerns on the welfare of employees. Motivations take various forms and not all about money or increase of salaries. This study recognizes the following as a way of employee motivation.

Training and workshops

Several employees have been dismissed from their duties just because of lack of basic knowledge on operating some simple machines. We live in a competitive world where organizations

need to improve the capacities, competence and capabilities of the employees they have Tella et al. [20]. Employees training enables them to improve on their knowledge, skills, capabilities and competence. Some organizations have taken the initiative to engage their employees in various workshop and training to help boost their skills in performance. As considered the most asset of the organization, employees feel encouraged and empowered when trained and embrace the organizational goals with all their efforts. This in turn increases organizational productivity Waiyaki [16]. Some organizations have also adopted the use of bench marking where their employees are taken to other companies or organization to see by themselves and learn how various activities are undertaken. The new environment they are taken motivates them and makes the eager to learn from people who works with them in the same capacity but may be effective in their performance. The knowledge gained from this together with workshops can be transferred to the organization which sponsored them to help meet the organizational set objectives. Training empowers employees with new skills and competencies.

Good Leadership Style

The way employee is handled directly impact their commitment and performance in an organization. Some leader has adopted the character of being commanders and do not look like part of the team in an organization. They put a lot of pressure on employees and treat them with no respect despite their ages. Under such conditions, the organization should expect very little in terms of productivity Gachingiri [19]. This normally brings the difference in performance among organization set in the same region. Some may perform poorly but has skilled and able employees. Frustrations in the organization brought by poor leadership demoralizes employees and may lead to high staff turn-over. A good leader is always understanding. What should be acknowledged is that in every home an individual comes has its own stress. Employee might have their own at work places combined with others associated with family obligations. Such employees may come to work while stressed and may need a very caring and understanding leader. A leader who takes employee's problem as his or hers and embraces an employee makes him motivated committed to his duties in the organization. This improves performance and organizational productivity Achua & Lussier (2013). The senior leadership, direct manager and employees are responsible for motivation Bhuvanaiah & Raya [21]. Kemoh [13] posited that engagement, trust, job satisfaction, achievement, values of individual and organization, acknowledgement and rewards fall among the motivational.

Improved Working Environment

Every employee needs a stress-free environment. This factor has not been considered by many organizations. In fact, some managers and leaders in the organization have slighted the issue of working environment Surjosuseno [22]. Many scholars have always advocated for a healthy and safe working conditions. Sedarmayanti [23] gave two distinct working environments which

comprises physical and non-physical. He further contended that employees are motivated by a better working condition. According to him clean, secured, friendly and safe working environment motivate employee and this in turn improves the organizational performance.

Work environment is about creating conditions in which an employee can perform his/her duties comfortably Gitonga [24]. He further noted that effective application of ergonomics can help realize an equilibrium amid the task of employees' and demands. Some employees have been exposed in a working environment which are dusty, noisy and hostile. They organizations at times do not provides protective gadgets or working gears that may protect the employees from dust and noise. Some of them work in a poorly ventilate facilities that degrade their health gradually. An employee might be discouraged while he or she thinks of such conditions and may feel like not going to work. In most cases absenteeism realized by many organizations may be associated with their poor working environment that the employees tend to fear Bushiri [25]. Hostility of the environment in this case may because of non-corporation among the employees themselves or the senior staff creating a wide gap between them and their juniors. A friend, clean, safe and healthy working environment encourages someone and shuns fear in him or her and makes him to be committed to the work. Through such commitment, an organization realizes its set objectives.

Employee Remuneration

Traditionally, work done goes with at least a token inform of wage or salary depending on the agreement between the work own and the person contracted. Many organizations look at this as the only employee motivational strategy Babagana & Dungus [26]. Advantage has been taken by some organizations that pay very low remunerations to their employee in the name of standing a chance to hire others who are jobless at a lower cost. Such mentally has not only demoralized the employees but also affected the same organization with staff turn-over. Some employees have done overtime, some are also paid in a flat rate regardless of their education qualification. Some organizations have also been characterized with delayed payment of their employees. Previous scholars have noted that appropriate and timely payment of employees motivate them and increases their commitment to work for the organization Ojeleye [27]. A good example that can be given in this case is part-time jobs that are done to the institutions like universities in Kenya where payment might delay for over three years. At this level, the employees whether temporarily contracted, does not give fully his services. An employee feels frustrated and may appear in class even once or twice in a whole semester. What is affected most is the quality of the organization's products. In such go on in other organizations that deal with production of goods, the performance and productivity go down.

Proper Organizational Physical Facilities

Physical facilities play a very important role in an organizational productivity. Someone once put it that a bad workman quarrels

with his tools. Sometimes you may find that what the employees uses in an organization does not give him easy time. Where he put to work may also be uncomfortable. An organization with poor structures, and equipment demoralizes employees as they are left with no alternative other than struggling to produce. Good physical facilities encourage and make the work easier for the employees. Poorly ventilated structures threaten employee's health. Employee's welfare includes all those facilities, services and benefits which are provided by employer to its staff for their comfort Sameer [28]. She further posited that employee's welfare, safety and health are the measures that promote the efficiency of the staffs. She contended that different welfare programs provided by any organization to its workers have direct impact on the physical, health and mental efficiency alertness, morale and overall efficiency of the employees. She considered accommodations arrangements and canteen facilities as some of the welfare facilities which can be categorized to as comfort of living as well as working environment.

According to Sameer [28], the welfare facilities can be classified as Intra-mural welfare facilities which includes all the activities relating to industrial fatigue, providing safety measures to staffs like enough lighting conditions, first aid services, good layout of the plant and machinery among other. The other type of facility is the extra-mural welfare facilities which include the facilities which are provided outside the company's boundary. They include recreations sports, better housing accommodations, educational facilities etc. The provision of these facilities is voluntary.

The third type of facility is the statutory facilities which are all the welfare facilities which are passed by government of a country. It is worth noting that no company can ignore these facilities and mishandling of statutory facilities can be result toward punishable under the government Act concerned. The fourth is mutual facilities which are facilities which are usually outside the reach of statutory. These activities are voluntarily undertaken by the staffs themselves for their own interest. The other type of facilities is the voluntary facilities which are those facilities which are provided by employers voluntarily. Adapted from Sameer [28]. An organization with proper office equipment and good physical facilities motivate employees and this increase productivity and organization performance. The health facilities, educational and recreational facilities are vital for an organization. This study also noted that employees can be motivated by factors such as mentoring, counseling, coaching and assimilation.

Mentoring

An individual is not born with knowledge of everything. It has been noted that even after going to school we still need to be taken through various activities that improves our proficiency. We need people who are more skilled and experienced than us to help us learn more things required or expected of us. In a working environment, for instance organizations, new recruits might not be well vast with knowledge and/or skill to perform to the standards required by the organization. They need to be subjected

to mentorship where they are guided and led by experienced and skilled employees. Through mentorship, employee gains skill, knowledge and competence from their mentors who know the organizational goals and standards Nyamori [29]. They get motivated to perform as their mentors. Unfortunately, some organizations have not recognized mentorship as a strategy of motivating employees and improving performance. Instead some even send away their new recruits simply because they are unable to perform basic tasks. In most cases skills and experience are gained in the field where someone interact practically with what is required of him to deliver. Those that have adopted this strategy have seen how fast their new employees adapt and perform to the standards set by the organization. Mentoring increases someone's capability and competence to perform. Mentorship is considered tailor-made advice that is intended to improve the capability of inexperienced employee Tanoli [30].

Coaching

In view of Muriithi [31], this is a systematic and collaborative process aimed at finding solution or good result. Coaching is also done with an aim to enhance the experience of the employees. It is different from mentorship in that mentors normally engaged in the activities that they would like their mentees or juniors to learn while the coach always stands and give instructions on what to be followed. The managers and organizational leaders may become coaches through organizing seminars or workshops to build experience or capacity and competence of their employees. Having set targets in an organization, employees are oriented towards achieving this target. Some of the targets might be set higher and these might cause panic and stressful working environment to the employees. The coaches will help employee through coaching on how to reach the set targets whose capabilities of skill they have might not allow them. Coaching adds skills to perform various tasks that an employee is assigned Bwengi [32]. The employees get motivated when they can do or perform task that appear to worry or when they meet high targets set by the organizations. Coaching is considered a continuously monitored improvement process where an employee is always at the watch to perform as expected of him or her. The previous scholars noted that organizations which have adopted and embraced coaching to their employees have been able to retain their employees and have also improved their performance El Achi & Sleilati [33].

Counseling

In view of Padmasiri & Jayatilake [34] counseling of an employee is like provision of a health care intervention which is psychological. According to Matolo & Mukulu [35] poor performance of an employee may be associated with stress and demoralization. Employees who are demoralized and stressed have emotional responses and are characterized by low productivity. Challenges we meet at home in meeting family obligations may be stressful. Workplace environment may also be stressful. Working to meet the organizational set targets may also stressful. This therefore leaves the organizations with no alternative other than arranging for

employee counselling. Employee counseling provides relief to the situations considered impossible to overcome. Stress is associated with dissatisfaction, lack of concentration and anxiety which in turn lowers employee's productivity. Migwe et al. [36] noted that a stress-free employee is motivated and provides its best to the organization. They therefore advocate for organizations to adopt employee counseling as it helps relieve employees from tension and make them be focused to achieving organizational goals and set objectives. Employees should not be over tasked as they suffer exhaustion which demoralizes them

Assimilation

Assimilation of employees has been considered a motivational factor in an organization. Some organizations do not embrace their employees with the orientation required. A recruit takes long before he or she becomes part of the team. Socializing with the staff he finds in the organization becomes a problem. The recruit become a lone ranger and feels isolated and alienated or stigmatized Kokemuller [37]. He operates independently without the love and concern of other employees. Assimilating new employees and making the part of the organizational team makes one feel part of that family fast and adapts to the organizational set standards. When a new employee is embraced and made feel part of the team, interaction and enquiring from others become easier Basu [6]. If this is not done, the person may feel inferior and may not ask what is required or expected of him. Operation in such fear hinder performance. It is therefore imperative for organization to embrace their new employee with love and brotherhood to enable them to adapt fast and meet organizational goals.

Conclusion

Considering document analysis that this study undertook, the researcher agrees that motivation of employee can significantly affect performance of an organization. It is true that a stressed, exhausted and demoralized hearts and/or mind are associated with poor performance while a motivated one remain focused to the organizational goals hence improved productivity and performance.

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