Effect of Motivation in organizations

Dr. Syed Rahat Ali
Cyprus Institute of Marketing, UAE campus, Ajman, UAE

**************
Research Article

Corresponding Author
Name: Dr. Syed Rahat Ali.
Email: raha8733@yahoo.com
Contact: **********
Country: UAE

Article Info
Received on: 05-22-2019
Revised on: 05-24-2019
Accepted on: 05-26-2019

Copyright © 2019,

Dr. Syed Rahat Ali. Effect of Motivation in organizations.

Production and Hosting by IJO-Journal. © 2019 All rights reserved.

Volume 02 || Issue 05 || May 2019

|| ABSTRACT ||

The purpose of this research was to discover and examine on the important effect of motivation in any organization. Motivation is Internal and external factors that stimulate desire in people to be committed to a job or role to attain a goal.

Often, people confuse the idea of 'happy' employees with 'motivated' employees. These may be related, but motivation actually describes the level of desire employees feel to perform, regardless of the level of happiness. Employees who are adequately motivated to perform will be more productive, more engaged and feel more invested in their work. When employees feel these things, it helps them, and thereby their managers, be more successful.

|| KEYWORDS ||

Human resource management, Motivation, organization behavior. And goal, Academic discipline and sub-discipline Psychology, Human resource management

Subject Classification
Motivation, importance of Organizational behavior for managers at work place.

Type (Method/Approach)
Empirical Analysis; Literary analysis
Motivating employees to high levels of performance is an important element of organizational behavior. Many researchers have done a lot of work and there are many motivational theories. But the question is what should be the limit of the motivation by which a person can give his maximum output. Goals provide employees a target to shoot for in carrying out work activities. Collaborating with workers to set goals -- and then monitoring progress, rewarding achievements and addressing deficiencies -- all contribute to building and maintaining high levels of performance. Organization managers have to have the complete knowledge of organizational behavior along with the motivation factors in work place.

In this paper, we propose to study, motivation and the effect of motivation, as among the most pressing issues in organizational behavior. Further, we shall discuss how these issues can be addressed.

**Literature review**

How to Motivate Employees:

There are many ways to motivate employees. Managers who want to encourage productivity should work to ensure that employees:

- Feel that the work they do has meaning or importance
- Believe that good work is rewarded
- Believe that they are treated fairly

All of these tasks fall under one or more motivational theories.

**Expectancy Theory**

Expectancy theory outlines the connection employees expect between effort and reward. If an employee does very well and puts forth additional effort, they will likely expect to be rewarded accordingly. In a retail setting, for example, a cashier might offer to work a double shift when a manager is short staffed, but would expect praise and perhaps additional compensation for doing so.

Employees who do not feel rewarded become unmotivated. Think about how you might feel if you continually worked as hard as possible but never received additional recognition or compensation. Would you continue to work as hard as possible, or would you think 'why bother?'
Equity Theory

Equity theory indicates that employees are best motivated when they feel that they are being treated equally. If two employees perform the same job, and believe that they do so equally well, they would expect equal pay and equal recognition. Lack of equity can damage the employees' motivation.

Recent literature suggests that it is critical for new managers to understand why and how employees are motivated if they are to make full use of a worker’s capacity to learn and perform. For a manager, motivating employees to learn and perform at their best is a complex and difficult challenge. No two individuals, that is, no two employees including the two who are doing the same job are alike. At any time two different individuals will have two distinct needs and desires. Moreover, what motivates an employee to perform well today may not motivate him the next year, or next week, or even next hour. However, a motivated set of employees represent tremendous promise. When employees are motivated performance, learning, and satisfaction can improve dramatically from which everyone including the organization benefits (Stroh et al, p.62).

Douglas McGregor in 1960 saw the merit in the relationship between motivation and behavior. According to him, managers motivate employees by one of the two basic approaches, which he termed Theory X and Theory Y. Theory X is the traditional view which suggests that managers must coerce, force, and threaten the employees in order to motivate them. The alternative philosophy of human nature believes that human beings are responsible by nature. They need not be coerced or controlled by the managers to get the best out of them. While some experts consider McGregor’s work as a basic theory of motivation, others feel it is a philosophy of human nature that is more suited to explain leadership rather than basic motivation theories (Montana and Charnov, p.252).

However, it must be acknowledged that Taylor’s theory radically altered the sphere of organized work. The work could now be measured and systematized. It could be expressed and evaluated in more scientific terms. A Taylor-McGregor contrast dichotomizes engineering and psychological motivation approaches. “Political theorist
Sheldon Wolin turns this bisection into a battle call: ‘The modern manager...must in defense of “human values” stand ready to resist the changes proposed by the “logicians” of industrial engineering.’ Proscribed are work measurement, pay-for-performance, and standardization. Lauded are psychologically oriented attempts to make workplace participation more attractive” (Schachter, p.12).

A manager’s job is to use the tools of organizational behavior to increase effectiveness, and the organization’s ability to achieve its goal. Management is the process of planning, organizing, leading, and controlling an organization’s human, financial, material, and other resources to increase its effectiveness. In view of the fact that OB is the grounds on which an organization builds itself, Psychology, Sociology and Anthropology play a vital role in understanding workplace behavior and employee related situations.

In 1911, Frederick W. Taylor’s book, Principles of Scientific Management, was published. This book marked the first serious attempt to publish the results of scientific management studies aimed at motivating workers to produce more. Taylor was the best known of a group of people, primarily mechanical engineers, who applied time-and-motion study concepts in the workplace. These engineers focused on the task concept to show that workers could be motivated to produce more, especially if they were offered an incentive to do so.

Managing a Diverse Workforce
Diversity has become a prominent theme in the field of organizational behavior. As the typical workplace becomes more diverse in areas like ethnicity, race, age and gender, the manager’s duties to manage diversity increase. Hiring for diversity helps in creating work units with varying backgrounds and perspectives on projects and tasks. As a manager, you have to develop a culture of tolerance, acceptance of differences and open communication. Without these cultural values, diversity can lead to personal conflicts, tension and potentially discrimination allegations.

Critical role of motivation
It is critical for managers to understand why and how employees are motivated if they
are to make full use of a worker’s capacity to learn and perform. For a manager, motivating employees to learn and perform at their best is a complex and difficult challenge. No two individuals, that is, no two employees including the two who are doing the same job are alike. At any time two different individuals will have two distinct needs and desires. Moreover, what motivates an employee to perform well today may not motivate him the next year, or next week, or even next hour. However, a motivated set of employees represent tremendous promise. When employees are motivated performance, learning, and satisfaction can improve dramatically from which everyone including the organization benefits (Stroh et al, p.62).

Leadership and management are two essential functions in business. Leadership represents individuals involved with balancing varying interests among managers, employees and other business stakeholders. Management commonly is defined as the organization and coordination of various economic resources in a business. While leaders can be managers, managers may not be leaders. Leaders often have specific character traits that lend their skills more to directing a company than managing resources.

Leadership traits include enthusiasm, conscientiousness, boldness, self-assurance and competitiveness. These characteristics give individuals intangible business skills for accomplishing tasks and inspiring people to work with the leader during tough situations. Specific organizational leadership traits may include intuitiveness, maturity, team orientation, charisma and empathy. These may closely relate to the organizational structure of the business in which the leader works.

Businesses with strong leadership usually have a better understanding of their goals and objectives. While the main goal of many businesses is to make a profit, they also may have other goals when operating in the business environment. Leaders not only provide these goals and objectives, but also ensure the company achieves them. Leaders can help a company return to its original goals or objectives if the business begins to lose its way.
A common way of dealing with conflict is to avoid it. If the parties in our conflict scenario choose the **avoidance conflict management style**, they will simply attempt to ignore the disagreement. Avoiding conflict can signal to the other party that you simply do not care enough about them to work through the issue. It can also allow for emotions to fester, making conflict worse. Of course, there are times where people need to cool off and take some time to think about the issue more, making it advantageous to temporarily use an avoidance conflict management style.

Another option for solving this conflict would be to use an **accommodation conflict management style**, whereby one party tries to end the conflict by giving in to the wishes of others. Accommodation also has its disadvantages. Giving in too early can lead to bad decision making because the issues go, for the most part, unexamined. Many conflicts require time to discuss several possible solutions before choosing which one best solves the issue - accommodating is often done with little to no discussion of all potential solutions.
One conflict management style that can be especially damaging is **competition**, which occurs when the objective is to win and to make the other lose, no matter the expense.

A **compromise conflict management style** attempts to resolve a conflict by finding a middle ground. The compromise is considered a lose-lose strategy because, for each party to get something they want, they have to sacrifice something that they would prefer not to give up. Compromise is about a give-and-take where you win and lose simultaneously.

**Collaboration** is the win-win conflict management style where each party has a genuine concern for both themselves and others. To compromise is to win and lose something.

### Future of Organizational Behavior

The international economy has taken on added importance in organizational behavior circles in recent years, as international companies have special requirements and dynamics to contend with. Researchers currently are studying such things as communications between and among foreign business operations, cultural differences and their impact on individuals, language difficulties, motivation techniques in different cultures, as well as the differences in leadership and decision-making practices from country to country.

Today, organizational behavior scientists are dealing with a wide range of problems confronting the business world. For instance, they continue to study downsizing, career development in the global economy, social issues such as substance abuse and changes in family composition, and the global economy. They are trying to determine just what effects such factors are having on the workplace and what can be done to alleviate associated problems.

### Conclusion

For a new manager the study of Organizational Behavior will give full knowledge of behaviors and attitudes of people within an organization with a systemic approach. Behaviors and interactions within an organization may be either having a purpose or not operating properly. There are certain pressing issues within every organization which, if left
unaddressed emerge as organizational threats. The three issues we have identified are motivation, leadership, and conflict. Motivation is essential because an unmotivated work force leads to reduction in efforts, and therefore productivity, while on the other hand a motivated work force is to every one’s advantage. Leadership can be of different varieties, and there is no fixed formula for leadership style that may be suitable for every organization. Different styles of leadership may be required for different organizational goals at different times. Conflict resolution is critical for the survival of an organization. Different conflict resolution modes lead to different outcomes. Therefore, it is essential to identify the goals sought through conflict resolution.

The ability to manage and leverage cultural differences plays a significant role in achieving great performance. High productivity, successfully working with someone to produce something and breakthrough innovation depend increasingly on culturally adaptable managers. And a new manager has to have the knowledge of above. And the new manager should also have the knowledge of followings:

**Benefits for the delegate**

By completing the Managing across Cultures Learning Path, delegates will be able to:

Modify systems and processes, where necessary, to enable effective cross-cultural collaboration Create the conditions to enable others to work positively across borders, time zones and cultures, Help others understand how cultural orientations affect attitudes and actions, Manage team members from different cultures to ensure they work together effectively, Manage conflict and misunderstanding between team members that may arise from different cultural perspectives and communication styles

Take cultural differences into account when monitoring, reviewing and appraising performance of others, Coach others to manage challenging cross-cultural situations.

**Benefits for your organization.**

Business impacts associated with the implementation of the competencies
developed on this Learning Path include:

Multicultural team members working effectively together

Improved management of multicultural teams

Reduction of conflict between multicultural team members

Improved communication across the organization

Increased productivity.

As a manager, the teachings of OB can significantly increase one’s personal sensibilities and outlook on these attributes;

1. Working with people from different cultures:

What might seem motivating to a manager might not appeal to his workforce at all. Or a manager’s style of communication may be straightforward, but the workforce may find it threatening and uncomfortable. As a manager one must learn how to adapt his managerial style to their cultural, geographic and religious disparities.

2. Workforce diversity:

Organizations are increasingly becoming a more heterogeneous mix of people in terms of gender, race, age, ethnicity and sexual orientation. No longer can these disparities and clichés be ignored, these people are in the real world educated and ready to work. So managers must recognize the fact that they don’t leave their lifestyles, cultural values and perception at home, so we as managers must learn to accommodate this diverse group of people by addressing their different lifestyles, family needs and work styles.

3. Customer Service:

Many an organization has failed because its employees failed to please its customers. Management needs to create a customer-responsive culture. OB can provide considerable guidance in helping managers to create such cultures in which employees are friendlier and courteous, accessible, knowledgeable and prompt in responding to customer needs, in order to please the patron.

4. Ethics:

Today’s manager needs to create an ethically healthy climate for his employees,
where they can work productively and confront a minimal level of uncertainty regarding what constitutes right and wrong behavior. Organizational behavior is the path to understanding how elements of the work place fall into place. As a nascent manager one can develop the own self with the help of these learning’s and join in managerial roles confidently.

References:


http://www.nwlink.com/~donclark/hrd/history/xy.html

https://expertprogrammanagement.com/2018/05/taylors-scientific-management/

https://www.amazon.com/Principles-Scientific-Management-Frederick-Winslow/dp/1636001823


https://www.researchgate.net/publication/248563664_Intragroup_Conflict_in_Organizations_A_Contingency_Perspective_on_the_Conflict-Outcome_Relationship