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Staff Motivation

Behind every successful milestone in an organization is a committed employee base. Moreover, behind this commitment is job motivation and satisfaction. According to Rahimic, motivation is an individual's readiness to uptake action and it comprises of factors that organize, intensify and influence human behavior. Therefore, workplace motivation involves individual employees having a certain degree of willingness to maintain and exert an effort towards achieving organizational goals and objectives. Each employee has specific needs that are distinct from the needs of other employees and therefore they require a variety of motivators. For the employees to be motivated to work, an organization or employer must understand the employee motivators. Job satisfaction and motivation are directly linked to turnover. There is a negative impact on the performance of individual workers. However, the results of motivation are not permanent but it is something that needs to be done on regular basis. According to motivation hygiene theory, (Tan and Waheed, 2011) employee motivation serves to meet five kinds of staff need that include ego, social, physiological, safety and self-actualization. In light with this, the purpose of this report is to explore the most effective way to motivate staff while discussing the various challenges of motivating staff in the workplace.

Benefits of motivation in workplace

It is very crucial to motivate employees. It is very easy to pinpoint employees who are highly motivated since they: Take pride in the work they do, look for better ways to do a job, are productive and take care of their customers. A study done by Vuori and Okkonen (2012) postulated that, motivation is an avenue through which we knowledge is shared via an intra organization social media platforms that may lead to achievement of organizational goals and objectives. Various researches have tried to give a glimpse on the interrelation between work performance and motivation ((Aguinis, Joo and Gottfredson, 2012); (Den Hartog and Verburg, 2004); & (*Dennis Duchon, 2000*)). Den and Verburg for instance established the impact of high performing systems on perceptual measures while Ashmos and Duchon (2000) were convinced that have both the spirit and mind and seek to find purpose and meaning of work. A motivated staff translates to high productivity. In point form; the benefits of employee motivation are; work is completed in allotted time, improved employee morale, employee loyalty increases, increases creativity and give employee opportunity for great appraisal.

The different ways that staff can be motivated.

Pay for performance

Pay-for-performance is a model that uses money as a tool to motivate employees. This model has the potential to increase motivation and productivity among the employees. The principle here is that; workers get the opportunity to receive more money when they meet or exceed certain performance measures. Before we conclude, lets first of all examine the advantages and disadvantages of using this model In business (Rosenthal *et al.*, 2005).

Advantages

There are numerous performance related pay advantages. For instance, It establishes the company values. Some companies have aligned this model with their values and overall objectives. By doing so, the continued use of organization values and objectives are achieved. It also boosts the morale and motivation of the employees. When the employees are aware that there is a reward by meeting certain conditions, it can push them to work hard and develop the necessary skills to meet the objectives. Moreover, it offers employees more job control as they are entrenched towards making extra cash. It also attracts and retains top talents within an organization and the supervisors get easy work as they minimally supervise the motivated employees (Rosenthal *et al.*, 2005).

Disadvantages

While the pay for performance model works, it also has the potential of creating disadvantages. Some criticism of this model include; it affects the spirit of teamwork as employees strive to meet the objectives as individuals. Some other time, conflicts may arise when some individuals feel they are doing more than the others are. This strategy may put more focus on quantity rather than quality, once implemented, this model may not be easy to change as employees with the history of benefiting more from this may be endangered from lack of morale (Rosenthal *et al.*, 2005).

Recognition and awards

Employee recognition is a judgement passed on the employee's contribution in the workplace, evaluation and acknowledgement of the results of work. IT A GENEUINE AND CONSTRUCTIVE FEEDBACK BASED ACKNOWLEDGEMENT of people as

worthy of respect, sincere, having needs and equipped with their expertise and experience (Brun and Dugas, 2008). Recognition looks at an employee's unique contributions in terms of job performance while stressing on the expertise and professional experience. By having a culture that recognizes individuals based on the factors mentioned, they become more productive and motivated. Informal awards are the icebreakers. From a conceptual aspect, a reward is something other than increases that elevates the frequency of employee action (Zigon, 1998). In practice, a reward is an equitable, formal and impartial exchange and it is based on materials given to express appreciation. Companies use the reward and recognition system to make the hardworking employees continue with their good work and to make unfocused and unproductive employees efficient and perform better.

Relevant research reveals that lack of recognition is the main reason for employee demotivation (Odukah, 2016). Another study found out that organizations with a reward system have 13% more employee engagement as compared to those with no reward system (Barik et al., 2017). However, these systems have some disadvantages. Employee bitterness arises when the possibilities of hardworking employees do not get their due despite meeting the reward system standards. This results into underperformance. Non-inclusivity is an attribute of a reward system. A reward system may focus on production while it leaves out the management part of it. Not all departments will always be favored by the reward system. It may also lead into poor quality but quantitative results.

Additional Holiday

Additional holiday comes in many forms. It might be an employee outing, volunteer day (day or half-day off for volunteer), friendly competitions for team building, having wrapping parties and offering flexible hours, and additional annual leave. However, when it comes to annual leave or mandatory leave. Leaves come in form of personal days, sick time and vacation. Time off is very helpful for workers as they find time to look after sick children and older relatives. Additional holiday is very important because the staff feel that their employers are not only concerned about work but they are also concerned about their lives outside work (Vachon, 1978). Disadvantages arise when some members take more leave days than others do and this denatures productivity. Employers who implement a paid time off policy in their company may boost the morale of their employees. However, some of the disadvantages of this include; employers may be tempted to give fewer overall days off than previously given. At some pointing time, some employees may feel to have a leave at the same time may lead to irregular work scheduling. The remaining employees are forced to work extra hard leading to burnouts, strain and stress. The results of these effects is poor work performance.

Good working conditions

A positive working environment is an environment of safety, growth and goal attainment. It is the total physical conditions, setting and features where work is performed (sheikh Ali, Abdi Ali and Adan, 2013). These elements influence the feeling of well-being, collaborations, and health and workplace relationships. Physical environment is made of layout, size, location, the facilities used and whether indoor or

outdoor. The company culture is the way a company and its employees operate and it includes the communication style between levels of staff, the goals of the company and the values. Culture forms part of the working environment. The working conditions includes the terms under which staff is hired such as the contract of employment, the length of a work day, the rate of payment, recreational activities and other initiatives. Not all environments are same. Whether realistic, conventional, artistic, enterprising, social, or investigative; each environment should serve to motivate an employee.

A conducive working environment creates the environment in which employees feel empowered and trusted to take decisions in the organization and thus leads to enhanced employee motivation (Sekhar, Patwardhan and Singh, 2013). Creating good working environment starts from day one of work. Day one contributes to the social perspectives of the environment. The new employee is introduced to the system and welcomed at home.

All types of motivation are very crucial for the growth of any organization. However, what is certain is that, employers try to create a great working environment for their employees. Some of the motivational factors like pay, communication, recognition, awards, and time off try to create better working conditions for the employees. In this essence, all these build on good working environment. They are part of the elements of the conditions that necessitate an environment that is conducive for all employees. Therefore, a conducive working environment is the best motivator for all employees (sheikh Ali, Abdi Ali and Adan, 2013).

Challenges to staff motivation

Motivating staff seems easy and doable. However, there are many challenges that face this process. These challenges may arise from employee diversity. This part will look at the challenges that encompass employee motivation.

Employee motivation challenges may arise from the changing workforce. These employees have different expectations, needs and preferences. They also have different values, beliefs, backgrounds, thinking and attitudes. Most of the organizations may not be aware of the diversity in their workplace and therefore may not be able to choose the right way of motivating staff. Therefore, they may propose and implement certain employment procedures that compromise the ability of some groups to receive the benefits of work hard (Sekhar, Patwardhan and Singh, 2013).

Employee motivation cannot be seen. Assumptions are made to presume motivation. However, these assumptions may be wrong or biased for what motivates an employee is not what motivates another employee (*Motivational Challenges*, no date).

In a perfection environment, employees tend to have fear of failure. Constant appreciation to specific employees is a demotivation to average working employees. Moreover, some of the reward systems may incline staff into working extra hours. This leads to exhaustion and burnout. When the staff is exhausted, it is difficult for them to remain focused and motivated.

Value mismatch is another challenge to all employees when trying to motivate their staff. For instance, when a task does not contribute to the values of the worker, their motivation of doing that task is reduced. Employees most often fail to recognize what their employees care about and impose their own motivations into others thinking it will work.

Lack of self-Efficacy ensnares the staff (Munian, 2013). Some workers believe that they lack the wit and capacity to carry a certain task. Even if an employee tries out several motivation strategies, there is a likelihood that this kind of employee may never be motivated. However, employers can build their employee's sense of competence and confidence by sharing examples of others like him who overcame the same challenges. Disruptive emotions like being upset may demotivate employees and most importantly, they may not be motivated by the existing motivational strategies. Negative emotions that may exist may include anger, depression and anxiety. The only solution to keep these employees motivated is by talking to them and trying to understand why they are upset. Counselling is necessary when employees' disruptive emotions seem to harden. Attribution errors based on lack of knowledge of what went wrong may be the source of motivation challenges. These may arise into blame games between employees. Helping out employees to evaluate the start of the problems in a friendly way may increase the motivation of these workers to work positively in a company.

In conclusion, motivation is the key ingredient behind the success stories of many organizations. Motivation may be achieved through employees' several strategies. Most importantly, pay-for-performance, good working environment, additional holiday, and rewards and recognition are more basic. While all of them are very important, the most effective motivator is the good working environment. A happy working environment, where everybody feels included in the decision making table, where communication is done to everyone without discrimination gives an organization the necessary motivation to own the work and work faithfully towards achieving goals and objectives.

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