

Exploring the role of employee motivation for team building in organisation



RADOSTINA AVGUSTINOVA
STUDENT NUMBER: 1913408
MODULE TITLE: DISSERTATION
(LCBB6000)
TUTOR NAME: Dr Anupam
Mazumdar

Abstract

Motivation is the dependent variable, while cooperation is the independent variable (the dependent variable). The importance of resource motivation in creating a successful corporate team will be emphasised. Workplace motivation is a result of both extrinsic (techniques) and internal (biological, learned, and cognitive) factors (appraisement, admiration, prestige, rivalry, devolution of power, engagement, job stability and enrichment, work relationship, financial motivation, and the role of the leader in motivation). The relationship between the two will be emphasised, as well as the conceptual study's crucial role in maintaining stability and productivity in the unpredictable working environment of the organisation.

Keywords; Techniques for motivation, motivational factors, organisational commitment aspects, and team-building elements

Table of Contents

Abstract	1
Chapter 1 Introduction	4
Aim	5
Research Question	5
Significance of the Study	5
Limitation of the Study	6
Limitation of the Study	6
Chapter 2 Literature Review	7
Motivation Techniques	7
Appraisal, Praise and status	7
Competition Encounter	7
The Role of Leader Motivation.....	8
Cognitive Motivation	8
Enjoyable Workplace.....	9
Conceptual Framework Model	10
Chapter 3 Methodology	11
Introduction	11
Research Design	11
Research Approach	11
Sampling	12
Data Collection	12
Data Analysis	12
Ethical Consideration	12

Chapter Four: Conclusion	13
References	14

Chapter 1 Introduction

Every successful company, regardless of size or sector, understands that building strong bonds with its employees is the key to improving productivity. Motivation, potential, and work environment are the three most essential variables impacting an employee's contribution. Employee needs, on the other hand, vary widely and are impacted by a variety of circumstances. For example, monetary incentives may motivate some employees while having no impact on others (Pandey and Pandey, 2021). The most challenging aspect of this role is assembling a group of people who are all committed to and enthusiastic about the organisation's stated goals and tactics for accomplishing those goals. Traditional theories of employee motivation isolate individual elements that are thought to encourage people to enhance organisational performance. Maslow's (1943) hierarchy of needs posits five levels of motivation: physiological, safety, interpersonal, egotistical, and subconscious, whereas the equality and fairness hypothesis holds that employees want to be treated fairly by their employers (Adams, 1963). Current improvements in motivation theory may be traced back to the normalization of quantitative methods in social research (such as multiple regression analysis and structural equation modelling) (Frambach, Fiss and Ingenbleek, 2016). Companies require highly technical people in order to compete in today's information-based global economy and to foster successful cooperation and market positioning. More and more studies shows that teamwork in games may help children learn mathematics and address many of the issues that plague today's schools (Aguenza and Som, 2018). In this empirical study, we use a meta-analysis to compare the effects of employing team-based games in the classroom to those of more traditional tactics. Students of all ages and academic fields benefit from team-based games (Arshad, 2016). Several investigations on the effectiveness of team training in boosting team performance have been undertaken. Many research organisations have used various types of team-building and grant-writing activities to improve team operations (Buljac-Samardzic, Doekhie and van Wijngaarden, 2020).

Akhmetshin *et al.*, (2018), examined how far healthcare surveys have come. This study looked at how questions are phrased and gave recommendations for headers, answer category descriptions, and codes. Contrasting colours and fonts may help respondents navigate questionnaires, according to study. Akhmetshin *et al.*, (2018), studied this via interviews and data analysis. Self-scoring revealed participants' readiness to collaborate. While some

participants had misgivings, others were grateful for the research. It's tough to show that external payments encourage innovation. Performance-based incentives and extrinsic motivation may hinder creativity (Snyder, 2019). According to SDT (Self-determination theory), when rewards are outcome-based, extrinsic motivation rises. Productivity increases with simple occupations and falls with difficult ones, such as creative work. Collaboration incentives are helpful but not required. Through these mutually reinforcing relationships, it's clear that creativity isn't limited to the talented. Relational information processing, a potentially collaborative interpersonal level, is related to employees' inventiveness (Bakker and Demerouti, 2018).

Aim

The aim of this study is to explore the role of employee motivation for team building in organisation

Objectives of the Research

- To examine the role of motivation on employee work performance in organization
- To identify link between employee motivation and team building in organisation

Research Question

- What tactics do employers use to inspire employees in organisations?
- How does motivation affect employee work performance?
- What effect does motivation have on employee work performance?
- Which incentive theory is most directly related to employee job performance?

Significance of the Study

The findings of this study will provide light on the efficiency and motives of the National Development Corporation (and other firms). Employee motivation elements, as well as the relevance of motives in connection to performance, will be fully explored. The research will contribute to the existing body of knowledge on the subject, benefiting both employees and employers by providing a foundation for comparing the motives and incentives provided by National Development Corporation and other Corporations. The study's findings will also help the organisation update its motivational standards, create a more energising work environment, and account for critical components in motivating its employees. The researchers behind this

study believe that their findings will inspire more investigation into the factors that push employees to go the extra mile. The study's findings may be used by management and administrative authorities, particularly those in charge of human resources, to produce recommendations for enhancing staff morale and productivity.

Limitation of the Study

When compared to the organisations, the results lack external validity due to the use of a convenience sample. The sample comprised employees from every division and job type. Because the research is a case study, the findings may be exclusive to the organisation that provided funding for the study and not applicable to other public organisations. However, time and money constraints hampered the investigation.

Limitation of the Study

The sample is made up of administrative workers from the organisation. Because of the study's single-site approach, the findings may be difficult to generalise to other PDOs. The external validity of the study is called into doubt due to challenges in extending the results to other government organisations with comparable structures. We are unsure if our respondents believe the attributes we presented as potential markers of employee effectiveness are the only ones that matter. There has been a paucity of research on workplace characteristics such as role ambiguity, job levels, contingent incentives, and others. As a result, the study's findings will be less trustworthy. As a result, the study's conclusions are questionable.

Chapter 2 Literature Review

Motivation Techniques

Appraisal, Praise and status

Companies spend billions on staff benefits annually. A trade group polled over 650 HR professionals and found that firms spend 2% of payroll on incentive systems. In today's competitive labour market, companies want to inspire and reward workers without breaking the bank (Sanyal, 2018). Non-monetary incentives and rewards link with performance, work satisfaction, turnover intention, social responsibility, and career success (Çetin and Aşkun, 2018). Non-monetary incentives and rewards study focuses on intrinsic benefits. Mohajan, (2018), stress autonomy, responsibility, and professional advancement as fundamental work rewards. Intrinsic motivations, as described by Sanyal and Hisam, (2018), may be found in a broad variety of job characteristics, such as those that demand various abilities, give a strong feeling of identity and purpose, and enable substantial autonomy. Intrinsic rewards include public recognition, superior and peer esteem, and goal accomplishment (Bakker, 2018). When provided such chances, employees feel valued, motivated, and productive. Second, tangible gifts and incentives might replace monetary rewards. This includes monetary items. Gift cards, trips, lunches, and other goods may be non-monetary incentives. Material, non-monetary rewards inspire employees more (Bakker, 2018).

Competition Encounter

Due of the rarity and unpredictability of reclusive species such as humans, natural competition study is notoriously difficult. Previous theoretical work was based on controlled experiments and field observations of species found in open settings (Schoener 1983, Johson et al. 1985, Cooper 1991, Dickman 1991). This bias may have contributed to today's perception of encounter competition, which emphasises "bigger is better" even in complex species with various adaptations (Martin and Ghalambor, 2014). Skunks' chemical weapons are usually utilised for self-defense, however they may be effective if they ever had to combat an enemy (Hunter, 2009). (See, for example, Martin and Ghalambor, 2014). The 2016 American Science and Engineering Competition was held at The Report in Sparks, Nevada (ASC). The commercial teams gathered to hear Mortenson Construction's problem statement at the start of the day. They presented a presentation detailing what was expected of each team and what resources they

might expect to submit for evaluation. Following the presentation, the teams were granted permission to return to their rooms and begin working. They uploaded important data, such as project plans and subcontractor information, for the team to use throughout the day. Three unexpected incidents happened throughout the competition. The first two were about clearly defined jobs, while the third was about a "part-platform" (quantity estimation and price). As a consequence, projects were assigned to particular persons with detailed descriptions of their tasks and completion timeframes. Throughout the competition, the team learned how to work together and stay positive under pressure. Everyone on the team learns to move outside of their comfort zones in order to cover for one another and educate themselves in need to meaningfully contribute to the group's goals. The team's triumph was more important than any individual member's performance (Jacob Erpenbach, Colby Sims, Spencer VanWichen, Sarah Qunell, Braedy German, 2016).

The Role of Leader Motivation

The emphasis on two-person interactions is a critical component of LMX (Leader-Member Exchange) theory. However, studies on supervisor-subordinate interactions have shown that supervisors' views and behaviours vary based on the particular subordinate. Instead, leaders and subordinates connect in a variety of high-quality ways. Superiors and subordinates in high-quality LMX dyads talk frequently and thoroughly. Mutual interest and a desire to offer and accept assistance identify this [17] state of affairs. As a result, subordinates usually receive increased authority and access to more information from their superiors. Traditional "supervisor" connections, on the other hand, follow the same concepts but have a lower LMX quality. These collaborations are differentiated by hierarchical distinction and the use of more formal employee contract requirements.

Cognitive Motivation

Neurolinguistic theory says that how people identify themselves reveals their brain processes. Neurolinguists have named "meta programmes" that describe how people think, are motivated, and make choices (Sanyal, 2018). The programme exhibits a "cognitive motivation orientation," which is a person's way of thinking, feeling, and behaving in a given context (Çetin and Aşkun, 2018). A person's expression in a debate may disclose their mental process and motivation by revealing one or more cognitive motivation orientations. This was written.

Knowledge absorption involves active search, integration, and application (Yin, Wang and Lu, 2019). Empirical evidence differentiates servant, LMX, and transformational leadership. Servant leadership effects OCB, work engagement, organisational commitment, in-role behaviour, and community at the individual, group, organisational, and cross-level levels (Mohajan, 2018).

Enjoyable Workplace

Team members frequently have goals that contradict with one another. Despite the owner's emphasis on finishing the project on schedule and on budget, the contractor's goals may differ, such as improving production and income. Project participants may have conflicting perspectives on what defines success if expectations are not explicitly expressed. The majority of the available literature has identified critical success factors (CSFs) for mutual goals between many group members, such as expense, time, and value, and has found that the following elements increase the probability of achieving exceptional project outcomes: lowering group turnover, providing a constructability scheme for contractor entity, and boosting the number of construction control conferences. Black et al. (2000) explored the role of CSFs on partnership success in several organisations with and without prior partnering experience. He questioned UK customers, consultants, and contractors to find out what they think makes partnerships successful. He observed that trust, communication, devotion, a clear knowledge of duties, consistency, and a flexible mentality are all required for effective partnership implementation. Consultants were less happy with the collaborative process than clients and contractors. CSFs are defined by Cheng and Li (2002) as having three stages: formation, dissemination, and rejuvenation. The data indicate that, while some CSFs are more suited than others at various phases of the partner process, CSFs have an influence on the whole operation. Team building, a facilitator, and a partnering agreement are CSFs in the development of a partnership. Common Success Factors (CSFs) at the application phase of partnerships include working together to solve problems, having adequate resources, and meeting agreed objectives. To summarise, reviving a relationship requires collaborative skills, constant development, an open mind, and a willingness to invest time and effort. One aspect is cultural differences. Academics are striving to identify the country-specific CSFs that best complement this strategy in order to stay up with the worldwide trend toward cooperation. The findings emphasised the need of keeping a close eye on the effectiveness of the partnership, defining specified roles and responsibilities for each side,

being willing to pool resources, maintaining a win-win mentality, and having a problem-solving system in place.

Conceptual Framework Model

In today's highly competitive business environment, companies demand strategic tactics to improve performance and preserve a competitive edge. However, only a tiny fraction of firms consider their employees to be their most precious asset, the one who can drive them to greater heights or bring them down due to poor management. Companies flourish or fail based on the enthusiasm and productivity of their personnel. Employees' communication, capacity to cooperate, desire for creativity, cooperation, opportunity to get along with others, and empowerment to develop one's own talents and feeling of self-worth all contribute to greater team productivity (an independent factor). Many factors impact work ethic, including appraisals, praise, prestige, competitiveness, authority transfer, participation, job satisfaction/security, opportunities for professional growth and advancement, colleague and supervisor relationships, financial incentives, and so on. According to Kalimullah (2010), an employee is more likely to be motivated if their personal objectives are related to those of the firm. The success of these businesses can be attributed to their employees' efforts to develop better ways to do things. Finding strategies to motivate individuals (biological component, learned component, cognitive component) to perform effectively under pressure is challenging, but it is well worth the effort. Team building (TB) and dynamics empirical research gives much-needed insight into the arduous challenge of developing and inspiring the optimal team. The bulk of TB research has focused on organisational culture enhancement measures such as productivity, shared purpose, self-learning, corporate culture, communication, a pleasant work environment, employee motivation, and individual strengths (tension at work, variety of tasks, and scope of work, previous realistic work, and creativity in job context, trust and cohesiveness). Individuals that are attached to and proud of their company are instances of OC (Organisational Commitment). This connection level depicts how the general population perceives OC. The key to employee retention is instilling a sense of pride in one's job, which leads to organisational loyalty.

Chapter 3 Methodology

Introduction

The researcher has chosen a specific study design, research strategy, sample procedure, data collecting technique, and data analysis method as part of the research process. The researcher has also taken steps to guarantee that their study is done in an ethical manner. Here, we'll look at some of the numerous elements at play:

Research Design

In other terms, a study design is the strategy or approach that researchers employ to achieve their objectives. The two main types of research techniques are quantitative and qualitative. According to Neuman, qualitative research results might be formative (generally applicable to many settings) or substantive (unique to a certain location) (2013). Quantitative research, on the other hand, seeks to predict future events by identifying patterns and linkages. Quantitative and qualitative research methods have different philosophical and meta-theoretical foundations due to their divergent perspectives on the nature of reality (ontology), knowledge (epistemology), the principles motivating and governing scientific research (methodology), and the tools related to the actual practise of conducting research (research methods and techniques) (Neuman, 2013).

Research Approach

When performing research, you may utilise either inductive or deductive reasoning. The researcher is entrusted with showing or disproving the study's assumptions in deductive research, which is heavily reliant on quantitative investigations. Inductive research, on the other hand, aims to promote the formation of new hypotheses through qualitative investigations (Afsar, (2019). The study does not lend itself to the use of a deductive research approach due to the necessity to develop a hypothesis in the context of evidence from a reliable experiment or set of statistics. Because argument justification is frequently founded on already existing notions, the deductive approach is most suited for social science studies. Because the results of such inquiries may be anticipated, predicted, or controlled (Bakker, 2018).

Sampling

Sampling is essential in every study because it allows the researcher to pick a manageable sample of the population from which to draw conclusions. Chanana, (2021), argues that sampling is required since researchers cannot reach the complete population. A representative sample can be chosen from a much larger population, according to this hypothesis.

Data Collection

Data collection is a phase of research technique that includes engaging with the study's population or sample to get the essential information (Mohajan, 2018). The two most basic techniques of gathering information are primary data collection and secondary data collection. Any research can opt to collect data utilising primary, secondary, or a combination of the two (Werdhiastutie, Suhariadi and Partiw, 2020). However, whatever method you should use will be determined by the study technique and design you use (Bakker, 2018).

Data Analysis

Data analysis, according to one definition, is "any technique or set of processes for extracting relevant information from data in order to draw trustworthy inferences about some aspect of a research's subject matter." The researcher utilised theme analysis to examine qualitative data from previous studies as well as current and historical reports from a variety of environmental organisations (Bakker, 2018). Following that, the table's most essential themes will be contrasted and analysed in light of the literature review.

Ethical Consideration

According to Rinjit, (2020), researchers use research ethics to resolve ethical difficulties that may occur during the course of a study on purpose or by error, typically as a result of adopting the incorrect approach (Mohajan, 2018). As a result, the researcher evaluated the ethical implications of the approach utilised to guarantee that the research was carried out appropriately (Bakker, 2018). The researcher has followed the plagiarism-prevention methodology, which is an excellent start. The researcher will also confirm the legitimacy of the study by providing a list of secondary sources with author information and a summary of each. This acts as an additional check to ensure that the researcher followed ethical protocols and properly recognised the work of their predecessors (Aguenza, 2018).

Chapter Four: Conclusion

The researchers are likely to conclude that the team's performance was more important than that of any individual member. Individuals' use of words to express themselves reveals aspects of their cognitive processes. The information absorption process includes finding, processing, and applying information. The distinction between servant leadership, LMX, and transformational leadership is supported by evidence. A common bond is required for team members to collaborate toward a common goal. The study will very certainly show that cooperation, a facilitator, and a written contract are all necessary for a partnership to succeed. Academics are striving to identify country-specific CSFs that support this technique at the national level in order to stay up with the worldwide trend toward cooperation. Few firms consider their employees to be their most significant asset. Individuals' intrinsic drive, cooperation abilities, and openness to new ideas all contribute to improve team performance. Empirical research on team development and team dynamics gives critical knowledge for the challenging process of developing and motivating the optimal team.

References

- Adams, E.F. (1963). 'Without Prejudice'. *BMJ*, 1(5344), pp.1548–1548. doi:10.1136/bmj.1.5344.1548-a.
- Frambach, R.T., Fiss, P.C. and Ingenbleek, P.T.M. (2016). How important is customer orientation for firm performance? A fuzzy set analysis of orientations, strategies, and environments. *Journal of Business Research*, [online] 69(4), pp.1428–1436. doi:10.1016/j.jbusres.2015.10.120.
- Arshad, S.H. (2016). The Role of Motivation in an Efficacious Team Building of Organization. [online] papers.ssrn.com. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2875245 [Accessed 2 Sep. 2022].
- Buljac-Samardzic, M., Doekhie, K.D. and van Wijngaarden, J.D.H. (2020). Interventions to improve team effectiveness within health care: A systematic review of the past decade. *Human Resources for Health*, [online] 18(1). doi:10.1186/s12960-019-0411-3.
- Afsar, B. and Umrani, W.A. (2019) 'Transformational leadership and innovative work behavior: The role of motivation to learn, task complexity and innovation climate', *European Journal of Innovation Management* [Preprint].
- Aguenza, B.B. and Som, A.P.M. (2018) 'Motivational factors of employee retention and engagement in organizations', *International Journal of Advances in Agriculture Sciences* [Preprint].
- Akhmetshin, E.M. *et al.* (2018) 'Motivation of personnel in an innovative business climate'.
- Bakker, A.B. and Demerouti, E. (2018) 'Multiple levels in job demands-resources theory: Implications for employee well-being and performance', *Handbook of well-being* [Preprint].
- Çetin, F. and Aşkun, D. (2018) 'The effect of occupational self-efficacy on work performance through intrinsic work motivation', *Management Research Review* [Preprint].
- Chanana, N. (2021) 'Employee engagement practices during COVID-19 lockdown', *Journal of public affairs*, 21(4), p. e2508.
- Mohajan, H.K. (2018) 'Qualitative research methodology in social sciences and related subjects', *Journal of Economic Development, Environment and People*, 7(1), pp. 23–48.
- Pandey, P. and Pandey, M.M. (2021) *Research methodology tools and techniques*. Bridge Center.

- Rinjit, K. (2020) 'Research methodology'.
- Sanyal, S. and Hisam, M.W. (2018) 'The impact of teamwork on work performance of employees: A study of faculty members in Dhofar University', *IOSR Journal of Business and Management*, 20(3), pp. 15–22.
- Snyder, H. (2019) 'Literature review as a research methodology: An overview and guidelines', *Journal of business research*, 104, pp. 333–339.
- Werdhiastutie, A., Suhariadi, F. and Partiwi, S.G. (2020) 'Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources', *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume*, 3, pp. 747–752.
- Yin, Y., Wang, Y. and Lu, Y. (2019) 'Antecedents and outcomes of employee empowerment practices: A theoretical extension with empirical evidence', *Human Resource Management Journal*, 29(4), pp. 564–584.