

Academic Report on What is the most effective way to motivate staff?

Name: Nerea Desiree Cuenca Rueda

Student Number: 2128829

Module: Academic and Employability Skills

Module Code: BMSW4001_BIRM

Table of Contents

Introduction.....	3
Main Body.....	4
• Discussion of the different ways that staff can be motivated.	
○ Pay	
○ Recognition and awards	
○ Additional holiday	
○ Good working conditions	
Conclusion.....	9
References.....	11

Introduction

The main objective of this work is to describe work motivation through an extensive bibliographical review, focusing on companies, companies or any other type of workplace. Another of the objectives of this research work is to describe the importance of the correct management of work motivation in current organizations, their most efficient strategies and future trends; in addition to being able to analyze in practice all the technical concepts mentioned throughout the work.

In organizations, motivation is currently important, it is a fundamental element, the employees of all companies have a good job performance, a primary factor in the performance of their activities in order to achieve the objectives of their goals and thus be able to have the staff In order for them to carry out their activities with greater productivity, motivation can be carried out in different ways in an organization, this in order for them to perform and give their maximum performance in the work area.

In some companies the collaborators have little motivation, in relation to their work and with the performance of their activities, for which they can present both personal and labor difficulties and this can harm both the employee and the institution, the result of this It would be that the collaborator could lose his job and could create a bad relationship with both his boss and the rest of his colleagues.

The proposed topic is of interest and topicality in the business world. The current social and business environment is distinguished by the force of globalization and new technologies. These two forces have revolutionized business competition by making the same competitive resources available to all companies. Thus, the need to find new competitive advantages to lead an organization towards success appears. Human resources and their correct management are a sustainable advantage in the long term that help to achieve business efficiency and the objectives set by management, as will be seen later.

Motivation itself is an intangible element. There is no way to demonstrate it other than through behaviors that expose internal desires and allow a display of needs or desires to potentiate, move or make thoughts tangible. Reeve, J. (1994) considers that behaviors are not only produced by internal desires of individuals, but that social situations can promote and "reward" certain behaviors that they want the individual to execute. That is to say, that the motivation that translates

into behavior is intensely associated with a goal, an end or an agent that mobilizes this action. Nuttin, J. (1999) explains that motivation can be understood as a set of forces that drive individuals to achieve a goal, determining their behaviors and behaviors, which usually respond to a vital need of people, to maintain the value of the aspirations. He affirms that it is about that internal state that results from a need and is characterized as something that activates or excites a behavior that is usually directed to the satisfaction of an inciting requirement. Thus, behaviors are the result of a need or internal motivation, and problems related to motivation include broad dimensions such as social, physiological, cognitive, and personality, among others.

Work motivation has been a highly relevant process both from the perspective of research and organizational management (Peiró, 1990). A large number of theories have been developed in this regard throughout history in search of the definitive motivational key.

Main Body

Discussion of the different ways that staff can be motivated.

Work motivation is understood as the willingness to exert high levels of effort towards organizational goals, conditioned by the satisfaction of some individual need (Robbins, 2004). Necessity is understood as an internal state of the person that makes certain actions more attractive.

Different programs have been generated to motivate the staff, this in order for them to feel that those in charge of the organizations care about their activities to achieve the established objectives of their job, considering the performance that they carry out with motivation and effort. to achieve positive results. A good worker who is encouraged to carry out his activities generates a good benefit for him, as well as for the organization and this helps him to get along with his colleagues.

The factors that influence the will and motivation of workers can be divided into external factors and internal factors to the company. The latter can be managed by the company, while the former

are external to it. Next, the different ways in which staff can be motivated, which are located within the internal factors, will be discussed, these motivating factors will be detailed later.

Internal Factors:

Within the company, events happen to workers that are susceptible to change and management by managers. The “European Foundation for Quality Management” (EFQM) defines these factors as results in individuals. These factors modify the motivation and the will of the workers from ten ways of rewarding different behaviour models. Each of these ten factors is effective in increasing motivation depending on the person, the job, and the situation (Sprenger, 2005). Next, an analysis of each of the motivating factors used in organizations today will be carried out in greater detail.

1. Pay

The money factor provides workers with security, influence, security, prestige and according to the current infrastructure of the world of work, it is one of the measures of success. Money has great influence as a motivating factor for employees, but some theorists dispute the real usefulness of money as an incentive. Money is considered a strong stimulus and a powerful motivation management tool. One of the best rewards that can be given to a professional is a raise in her fixed salary; the culture and social environment is measured through the payroll when requesting a loan, in legal issues, mortgages or scholarships, among others. That is why a good incentive, widely used by companies, is to incorporate a part of the variable salary in the worker's payroll.

The management of salaries by the organization must be equitable since it usually leads to many indirect and internal problems. In companies, the lack of equity in salaries at the same level or departments is controversial. This is a very powerful source of demotivation for employees.

Companies that have equitable and appropriate salary levels for each position or line of business reserve this powerful tool for specific topics or to set commissions based on obtaining objectives or results. There is an inversely proportional relationship between economic status and money as a factor that favors motivation (Acosta, 2011).

2. Recognition and awards.

Prizes and recognition are also two very powerful factors capable of influencing the motivation of workers, they are also more affordable and cheaper factors for the company than money. The economic cost is zero and employees are very receptive to this stimulus since workers feel highly motivated when the reward is about feeling important and necessary.

The recognition must be clear, sincere, solid, coherent, specific, and timely. Just as recognition from a superior exerts a motivating force, it also has influence when it comes from peers or subordinates. The recognition can highlight various aspects: work performance, correct service, job improvement, innovative ideas, or achievement of objectives.

It is important to manage the delivery time and the public or private scope of the compliments. Regarding the delivery time, it can be given immediately, informally after the specific action to be praised through feedback. And it can also be recognized later in a more formal and planned way, such as at special meetings or ceremonies. In terms of scope, public acknowledgments exercise more force in motivating workers. Some of the most common current ways of recognizing a worker are the following (Muro, 2009):

- Make a call exclusively to praise those attitudes that have been carried out successfully.
- Delivery of diplomas, plaques or writings signed by the entire team for obtaining relevant objectives for the organization.
- Obtain a space in the company newsletter
- From the managerial point of view, handing over the signature of the project to the worker deserving of the success of said work.
- Public praise.
- Private praise.

- Attention from the leadership or senior management of the company.
- Participation in a marketing campaign or use of the image of the worker to stand out as the face of the company.

Gifts are also important, including all those gifts that the management of the company deems appropriate, with no limit other than imagination. The success of the influence of the motivation of this factor is not related to the economic cost, but to the success of the time and place.

Some of the gifts most used by current companies are dinners, trips, tickets for an important sporting event, tickets for a musical or flowers, among others. With a lower economic cost compared to the real value that a person is making to the company at a given moment, a highly motivating reward can be given to the outstanding worker. Chance and surprise play a relevant role in this motivating factor.

3. Additional Holidays.

Vacations are essential for mental health. It can help make workers more productive, reduce stress, prevent burnout, and promote work-life balance. Taking time off can make workers more productive and satisfied when they return to work, which translates to higher retention rates that can save the company millions of dollars and allow them to lead a more balanced life. In addition, companies with flexible vacation policies or benefits associated with them, attract more and better talent, improving recruitment, retention, help reduce absenteeism rates, and have a more motivated and satisfied workforce, among others.

Since cost is one of the main reasons workers do not take their legal holidays, organizations can help by offering a voluntary benefit that includes vacation options. For example, offering them vacation packages through a purchase program is an inexpensive way to encourage them to take a vacation.

These outdoor actions can create a relaxed atmosphere for the personal recreation of each of the staff members. In addition to increasing the motivation of these, the workers

get closer to the managers and a climate less affected by the rigidity of the organization chart. This also gives them the opportunity to learn more in depth and strengthen relationships with their co-workers beyond labor relations.

4. Good working conditions.

Personalized attention is an unexpected incentive and a sign of appreciation for the best. The company must provide added value to the training. If employees value a course offered as disappointing or useless, the training will stop working as an element capable of motivating individuals. To reward excellent performance, there is the option of rewarding the most effective and efficient workers by entrusting them with tasks that they are especially attracted to or that they are interested in trying out, thus removing other activities that are less attractive to them. Generally, workers enjoy dedicating their time and effort to those activities that they know how to carry out best and that are compatible with their strengths. The company has a powerful factor capable of influencing motivation to improve the performance of those who stand out the most

Organizational models also act as a factor capable of influencing employee motivation. For them to feel motivated, it is necessary to create a work environment where the workforce finds inspiration (Urcola, 2011). Organizational models influence the search for employee motivation in a positive or negative way. Stephen Covey points out in his well-known book "The 7 habits of highly effective people" (1989) that some business organizations act as a motivating factor (liberating) and others as a demotivating factor (toxic).

Toxic organizations are the set of companies that treat their employees as replaceable resources with no added value. They are strongly influenced by the leadership style of managers. It is common that when managers show authoritarian and dictatorial attitudes, subordinates plagiarize the "modus operandi" as a management tool.

On the contrary, there are liberating organizations that encourage the motivation and inspiration of workers. The leitmotif of these companies is that the people who carry out the company's activities provide real added value to the organization. These companies have a work environment where innovation, creativity, communication, and collaboration

are encouraged. In addition, they try to make all the talent profitable through professional development programs and collaboration with managers.

It is the responsibility of the company's managers to make the transition from being a toxic company to a liberating one. The consequences are very positive, highlighting a good quality of customer service, achievement of objectives, commitment to the organization and innovative ideas, among others. If the business landscape encourages the creation of this type of organization, the dignity of the person will be enhanced, and the workers will feel motivated towards the achievement of their goals and objectives. In addition, the quality of services and products, customer service, competitiveness, efficiency, and results will be increased.

Conclusions

Inducing and managing changes for organizational improvement is a complex and challenging task that managers must face. For this, the worker plays a fundamental role, so facing this unmotivated is a critical situation that requires dedication and time to find the reasons for dissatisfaction and make the motivation factors act that lead this worker to feel motivated. Every organization should take the following into account: the stimulus, to be motivating, must be perceived by the worker in such a way that it corresponds to the effort made and the results achieved. When the stimulus is below or above the expectations of the worker, it ceases to play the role of promoter of the behavior desired by the company, which devalues the resources used in the stimulus and, what is worse, it can help the company. demotivation of the person

The correct management of human resources represents a good competitive advantage to lead a company towards success, especially in the competitive and global environment in which we find ourselves. The basis for this correct management is work motivation.

The effectiveness, efficiency and productivity of workers is crucial to obtaining the proposed objectives, so it is essential to correctly define a strategy that enhances employee motivation.

Work motivation in employees implies commitment to the company, when this is achieved in the workforce, optimal results are obtained. The challenges facing the business environment can only be tackled by highly motivated people. The ability to manage work motivation corresponds to managers and it is one of the main challenges. A business organization requires a network with training and a dose of motivation to meet the objectives and obtain a good income statement. It has evolved in recent years about some postulates of human resources management in relation to work motivation.

The motivating factors have varied. The goal for companies should not be to consider economic compensation as the only motivating factor, but as a set of factors that allow the full development of workers. Factors such as continuous training, a pleasant work environment, recognition, autonomy, work recreation or quality treatment, among others, have a positive influence, boosting employee motivation.

Today, the principles and values of everyone are undergoing a transformation with respect to the expectations of their work, so work motivation is a great challenge. As a recommendation and opinion, good working conditions together with recognition and awards foster a feeling of enthusiasm and commitment to the objectives of the organization, making a big difference in an increasingly competitive market. This motivation-productivity correlation creates a virtuous circle, in which the entire company wins, both managers and employees.

References

Acosta, J.M. (2011): 100 errors in the management of people. Business & Marketing School ESIC. Madrid, ESC.

Caspi, A.; Roberts, B. & Shiner, R. (2005): Personality Development: Stability and change. Annual Review Psychology 2005. 453-84.

Covey, S. (1989): The 7 Habits of Highly Effective People. New York : Free Press

Hauser, L. (2014): Work Motivation in organizational behavior. Economics, Management and Financial Markets. Vol 9. 239-246.

Herzberg, F; Mausner, B & Snyderman, B: The motivation to work. John Wiley. United States.

Leboeuf, M & Muro, P. (2009): The Great Secret of Motivation. 2nd ed. Barcelona, Active Company

Nuttin, J. (1999). Theory of human motivation. Argentina: Paidos.

Peiró, J. (1990): Psychology of the organization. Vol 1, 5th edition. Spain

Revé, J. (1994). Motivation and emotion. Spain: Mc. Graw Hill.

Robbins, S. (2004): Organizational Behavior. 10th edition. San Diego State University. pearson.

Scheuer. (2000). *Social and economic motivation at work : theories of work motivation reassessed*. Copenhagen Business School Press.

Sprenger, R.K. (2005): The myth of motivation. Spain, Diaz de Santos.

Urcola, J.L. (2011): Motivation begins with oneself. Active Company, 3rd edition. ESIC