

**An insight into aspect of Employee motivation –key factor of Employee engagement**

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**Abstract:**

As global competition has intensified and organizations seek to attract and retain talent, engaging employees has become issue of paramount importance. Businesses are now recognizing that engaged employees are more productive, engender greater levels of customer satisfaction and loyalty and are more likely to lead to organizational success. Employee engagement is more a psychological contract than a physical one. Engagement is often referred to in general terms as a “motivational construct”. Engaged employees feel inspired by their work, they are customer focused in their approach, and they care about the future of the organization and are prepared to invest their own effort to see that the organization succeeds. The paper discusses the key drivers of engagement who can optimize engagement in organizational settings. The author attempts to understand, explain and predict the direction of action, intensity of action, persistence of action in organizational context.

**Objective:**

This paper aims at organization change agents who want to increase the level of employee engagement in their organization to improve their performances within a motivational framework. The paper explores the relationship between employee motivation and employee engagement in an organization.

**Findings/suggestions:**

It was found after extensive study of many organizations of different nature that organizational performances increase when rewards are offered. Organizations can also attract high potential employees. And these high quality employees are also more likely to stay when incentive programs are in place.

**Key words:** employee, engagement, motivation, organization, performance.

## **Introduction**

A motivated workforce is viewed as desirable in any organization, especially when it is facing more pressure to perform and increase organizational effectiveness. Employee motivation in work engagement have become more popular concepts that are widely discussed and applied by human resources practitioners, consultancy firms and survey companies. Engagement is often referred to in general terms as a motivational construct. The precise meaning of engagement as a motivational construct can be classified by locating it within a motivational framework. Previously managers could achieve results based on a command and control style of leadership which adopted a carrot and stick approach to ensure productivity and achieve results. Today the changing psychological contract has meant that organizations have had to find new ways to motivate their employees to encourage them to give of their best. Without guaranteed stability, employees are now looking for something else from their employers. In turn the employer is facing an increasing struggle to find ways to recruit and retain engaged employees.

## **Employee engagement**

In the last few years, organizations have adopted the phrase “employee engagement” to capture the kind of motivation required in today’s workplace. Its popularity far exceeds its conceptual development; its definition varies across studies, and its distinction from job satisfaction, organizational commitment and other variables is unclear. Employee engagement is state of motivation, wherein one is psychologically present and psycho-physiologically aroused, is focused on and aligned with the goals of the job and organization and channels his or her emotional and cognitive self to transform work into meaningful and purposeful accomplishment. Engagement is more than just motivation because one can be motivated in a direction that fails to support the organization’s goals be directed with manipulative or purely instrumental intent or be motivated without skill and thus counterproductive. Employee engagement is motivation focused on meeting organizational goals. It is a key to ensure that an organization is the one that wins the customer loyalty. Raising engagement levels and maintaining them, takes time, effort, commitment and investment. Engagement is a two-way process: organizations must work to engage the employee, who in turn has a choice about the level of engagement to offer the employer.

Employee engagement is personified by the passion and energy employees have to give of their best to the organization to serve the customer. It is all about the willingness and ability of employees to give sustained discretionary effort to help their organization succeed. Engagement is characterized by employees being committed to the organization, believing in what it stands for and being prepared to go above and beyond what is expected of them to deliver outstanding service to the customer. It is something the employee has to offer. Engaged employees feel inspired by their work, they are customer focused in their approach, and they care about the future of the company and are prepared to invest their own effort to see that the organization succeeds.

**Employee motivation-current perspective**

The issue of motivation has a long history in the field of basic and applied psychology,. Today, motivational issues are perceived by the majority as being tightly connected to the challenge of leading organizational members in fulfilling an organization's goals. Employee engagement is the employee's emotional and cognitive motivation, self-efficacy to perform the job, perceived clarity of the organization's vision and his or her specific role in that vision and belief that he or she has the resources to get the job done. It relates to the four cornerstones of individual behavior and performance identifies as motivation, ability, role perceptions and situational factors. Employee engagement encompasses the employee's beliefs about and emotional responses to these conditions. It is a hot topic among executives and consultants. Some companies even have employee engagement department or managers. Royal Bank of Scotland calculated that when its employee engagement scores increase, productivity rises and staff turnover falls.

The challenge facing organizational leaders is that most employees aren't very engaged. Globally, employees in Mexico and Brazil seem to have the highest levels of engagement, whereas several Asian countries notably Japan, China and South Korea and few European countries notably Italy, Netherlands and France have the lowest levels. Some writers suggest that globalization, information technology, corporate restructuring and other changes have potentially undermined the levels of trust and commitment necessary to motivate employees beyond minimum standards. Others point out that companies have not adjusted to the changing needs and expectations of new workforce entrants. Overall, these reports of low employee engagement imply that many employees are not very motivated to perform their jobs. To create a more motivated workforce, we first need to understand employee drives and needs and how these concepts relate to individual goals and behavior. Motivation of employees is not an end in itself but also means of fostering other organizational ends.

**Key aspect of engagement is motivation**

Motivation consists of the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior in the workplace. Motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence), toward a particular goal (direction). Motivation is one of the four essential drivers of individual behavior and performance. Drives, also called primary needs, are neutral states that energize individuals to correct deficiencies or maintain an internal equilibrium. They are the prime movers of behaviors, activating emotions that put is in a state of readiness to act. Needs-goal-directed forces that people experience-are shaped by the individual's self-concept (including personality and values), social norms, and past experience. The motivation to engage follows from treating people with respect, and in so doing, showing they are valued and thereby establishing a basis for them to reciprocate through their voluntary engagement. Engagement happens when employees have work that interests them and aligns with their values and employees are treated in a way that reinforces the natural tendency to reciprocate in kind.

Work motivation is a set of energetic forces that originates both within and beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity and duration. Individuals can have little or no motivation for goal-directed activities (amotivation), they can

be motivated by interest in the task itself (intrinsic motivation) or they can be motivated to attain outcomes linked to task engagement and performance (extrinsic motivation). When the motives come from a desire to evaluate one positively or avoid feeling of guilt or shame, he or she experiences introjected regulation. Finally, when the motive is to be self expressive and to achieve outcomes consistent with personal values, he or she experiences introjected regulation.

The motivational state accompanying extrinsic motivation can vary depending on the nature of the outcome and contingency. For employees, the most obvious form of extrinsic motivation is money. Companies often use extrinsic motivation to encourage specific behaviors such as competitiveness or punctuality. When people talk about engaged employees having both their heads and their hearts in their jobs, extrinsic motivation is the head part of that equation. When an individual is motivated to attain rewards or avoid punishments controlled by others, he or she experiences external regulation. An employee whose activities are more highly controlled might become less affectively committed to the organization but develop a stronger continuance commitment if the source of control would make it costly to leave.

The employees with a strong affective commitment to their organization would be most likely to experience intrinsic motivation or identified regulation. In contrast, individuals who have a strong continuance commitment and feel trapped in the organization due to lack of alternatives or other potential costs of leaving are more likely to experience external regulation. The employees who have a strong sense of obligation to remain with the organization may judge themselves by the degree to which they live up to their own expectations or the expectations of others.

Intrinsic motivation comes from within. It's driven by a personal interest or enjoyment in the task itself. With intrinsic motivation, the result is often growth-for example, growth as an intellectual journey or growth due to challenges that have been overcome. When people talk about engaged employees having both their heads and their hearts in their jobs, intrinsic motivation is the heart part of that equation. Intrinsically motivated employees are more likely to be engaged in what they're doing. Over reliance on extrinsic rewards often leads to undesirable behaviors and an erosion of any intrinsic behaviors. Jobs are intrinsically interesting when they are challenging, meaningful and offer opportunities for decision-making and autonomy in designing not only what will be done but how it will be done.

### **Motivational drivers**

The key motivational drivers are as follows

- **Achievement-** Employees with this driver want the satisfaction of completing projects successfully. They want to exercise their talents to attain success. They are self motivated if the job is challenging enough. Employees who are willing to take on that stretch assignment or to relocate for that promotion would most likely list achievement as their primary motivational driver. Common occupations for people motivated by achievement include executive director, professional athlete, sales professional, CEO, inventor, scientist and entrepreneur.

- **Authority** – Employees with this driver get satisfaction from influencing and sometimes even controlling others. They like to lead and persuade and are motivated by positions of power and leadership. Individuals motivated by authority are those who volunteer to be project manager, lead the project team or take or more direct reports. Common occupations for people motivated by authority may include project manager, politician and law enforcement officer.
- **Camaraderie** – employees with this driver are satisfied through affiliation with others. They enjoy people and find the social aspect of the workplace rewarding. Common occupations for people motivated by camaraderie include HR professional, healthcare professional, hotel and restaurant worker, nonprofit professional and other service industry positions.
- **Independence** – Employees with this driver want freedom and independence. They like to work and take responsibility for their own tasks and projects. Common occupations for people motivated by independence include entrepreneur, freelancer, and tradesperson and research scientist.
- **Esteem** – employees with this driver need sincere recognition and praise. They dislike generalities-they want praise for specific accomplishment. Experts who volunteer their time to share their knowledge via brown-bag luncheons, webinar and so on are motivated by esteem. Common occupations for people motivated by esteem include training and development professional, politician, nonprofit professional, author, actor and comedian.
- **Safety** – employees with this driver crave job security, a steady income, health insurance other fringe benefits and hazard free work environment. These employees always worry about getting let go. They may even refuse pay increases for fear that their salaries will become so high that they'll be on the radar on the next round of layoffs. Common occupations for people motivated by safety and security include clergyperson, government personnel, military personnel, utility worker, and union worker.
- **Fairness** – employees with this driver simply want to be treated fairly. They probably compare their own work hours, job duties, salary and privileges to those of other employees to ensure they're getting a fair shake. If they perceive inequities, they'll become discouraged. Employees motivated by fairness pay attention to how much employer pay new employees, what their bonus was compared to others and whose turn it is to be invited to the senior management team meeting. Common occupation for people motivated by fairness includes accountant, payroll personnel and human resource professional.

A number of researches on motivation, using a variety of methods, have been undertaken and reported which probe the question 'what motivates a manager or a worker in an Indian organization'. Among managers, promotion has been found to be the most important incentive and dissatisfaction and recognition as the most important job factor in satisfaction and dissatisfaction. Organizational commitment is an intense positive orientation towards an organization, one's identification with it, viewing organization's goals as one's own and overstretching oneself to achieve the same. Motivation, a

driving force for goal-directed activity and organizational commitment exerts considerable influence on various aspects of work performance and withdrawal behavior.

### Key drivers of employee engagement

- **Respect-** This is about creating an atmosphere of trust and respect for our staff. It is about how staff is dealt with on a day to day basis, it is about building a level of trust in their dealing with employer, it is about winning friends and influencing people, it is about collaborating, listening and acting upon their ideas.
  - **Environment** – It is about creating a work environment that is pleasant, that is respected and that is looked after. It is about the working conditions and the tools that are provided for staff to undertake their duties. This does not always mean spending loads of money, but it does mean that one should make the environment as pleasant as possible to work in
  - **Training and development** – It is about identifying the staff that want to be trained and developed, it is about giving them the opportunities to progress and to create a learning environment. It is about expanding their knowledge and seeing them grow. Not all staff will fit into this category; however, many staff can give more to the organization if only the organization did something about it.
  - **Communication** – It is about explaining, why we have to do something, it is about listening, informing, collaborating, being attentive, understanding and it is about interacting. Not being communicated too effectively can lead to all sorts of issues and it de-motivates big time.
  - **Fun** – By incorporating a little bit of fun in and around our work, we can enjoy it more which in turn will help us get out of bed and make the effort to attend. We spend an awful lot of our life at work, why shouldn't we associate it with having fun.
  - **Reward and recognition-** reward must be appropriate to the job and it does not compensate for very long for working in an environment that does not consider learning and development or a poor relationship with boss or really stressful miserable workplace. One can be well paid for what ones does but if some of the other spokes are damaged or out of line, one will soon look to leave. Recognition is important to most of us also, we need to know that we are doing a good job.
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### Benefits of employee engagement

There have been a number of research studies across a wide range of industries and countries as to the benefits of employee engagement. Creating the conditions where employees feel able to give of their best results in benefits such as

- Greater productivity;
- Greater alignment with the organizations' values;

- A high energy working environment;
- A greater sense of team;
- Higher levels of creativity and innovation;
- A greater sense of loyalty to the organization;
- Increased passion for and commitment to the organization's vision, strategy and goals;
- Higher staff retention, lowered attrition rate;
- Better recruitment and selection
- Higher talent retention;
- Employees being better brand ambassadors;
- Attractive reputation

## Conclusion

Business success requires organizations to focus on how to get a larger number of employees to take a greater interest and a more active role in the business. A larger percentage of employees need to care deeply about the organization's success. These feeling of deep commitment and willingness to face challenges are synonymous with employee engagement. Employee engagement is characterized as a feeling of commitment, passion and energy which translates to high levels of effort, persistence with even the most difficult tasks, exceeding expectations, taking initiative and increased innovation.

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