

TECHNIQUES AND METHODS FOR MOTIVATION OF EMPLOYEES

Elizabeta Stamevska, page 81-91

ABSTRACT

One of the biggest problems that employers face today is employee motivation. Highly engaged employees are more motivated to be proactive and achieve their goals, enabling the organization to increase productivity. Individual or employees could be motivated through the rewards, leadership, incentives etc. Motivation in any organization is concerned with actions that should be taken to improve and sustain the level of performance of workforce or employees.

Many managers struggle to keep employees motivated and engaged in the work environment because they know that motivation is one of the key factors for a company's success. The issue of employee motivation and forms of motivation is directly related to the need to provide the so-called moral and material satisfaction in the work. The synergy of these two components shapes and represents the business and managerial relationship, in its essence.

Keywords: strategies, motivation, management, employees, companies.



Assoc. Prof. Elizabeta Stamevska, PhD

*European University,
Skopje, North
Macedonia*

e-mail:

elizabeta.stamevska
@eurm.edu.mk

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INTRODUCTION

Employee motivation is the inner desire to take action that usually stems from some form of selfinterest. According to David and Anderzej (2010), can be understood as cognitive decision making in which the intension is to make the behavior that is aimed at achieving a certain goal through initiation and monitoring. Motivation in the workplace translates into energy, energy into action and action into results. It is a critical element of employee morale and performance gains. Motivation is related to the ambition of employees, increases their initiative and gives direction, courage and perseverance to pursue goals.

Human resource management is based on personnel policy and its proper implementation. Often, managers and leaders continue to motivate the same people who are top performers or, worse, ignore them because they think the employee is motivated enough.

Motivation is needed for all employees. Since there is no one way to motivate workers, it is necessary to apply various strategies until the right one is found. The most effective motivation strategies include individualization in the approach to employee development, giving the opportunity to choose goals, as well as continuous support from immediate managers. Motivation have effect on employees as individuals to achieve and as well as ability to be innovative because they believe in themselves which will benefit the organization to succeed (Yang Jie, 2010).

To increase the business success of the company, the management needs to answer the question: How to keep the team motivated? Managers, while working to find the best motivation strategies, should dedicate themselves to the employees in the company and do not forget that every employee who enjoys coming to work is a worthy investment.

A well motivated workforce will exhibit greater employee engagement, enhanced teamwork and collaboration, productivity gains, reduced absenteeism and (ultimately) more profitability. According to Kumar and Singh (2011, p.12), job satisfaction (or the lack thereof) depended on the employee's perception of the degree to which his work delivers those things that he desires – how well outcomes are met or expectations perhaps even exceeded. Regardless of the actual

circumstances and situation, job satisfaction is an emotional response that cannot be seen, only inferred. Jehanzeb, Rasheed, Rasheed and Aamir (2012, p.274) held a similar view, defined job satisfaction as „a sensation employees have about their work environment and their expectations toward work”.

There typically needs to be some form of reward, incentive or benefit for the individual or team, otherwise they will not be motivated or driven to act over and above the mundane call of duty.

1. Reasons for demotivation of employees

Employee demotivation is a big problem, represents a "silent protest" by employees who feel frustrated and unmotivated in their work. This results in long-term alienation from the company. Employee demotivation occurs for several reasons, some of which may be the following:

1) Feeling of underestimation

It is a mistake to think that employees will continue to work with the same intensity and continuously invest the same effort if they feel underestimated. Employers should therefore recognize their efforts and show appreciation through tangible and intangible rewards, appropriate to the employee's labor.

2) Inadequate responsibilities in relation to the working abilities of the employee

When employees are not able to best complete the assigned tasks or use their skills, they feel dissatisfied with the job. They feel that the duties entrusted to them are below their capabilities, which in turn quickly creates frustration for them.

3) Inequitable distribution of workload

When employees' workload is excessive, especially if it is far greater than their co-workers, it can lead to dissatisfaction. It should always be borne in mind that not all employees will seek help when they feel resentful or dissatisfied. Therefore, employers must be aware and pay attention, without expecting employees to react immediately when given too much work.

4) Unequal approach of managers

This can easily happen if managers do not have the same approach to performing their duties. For example, if there are large differences in how company policies are implemented in different departments, this may lead to the feeling that some working groups receive more benefits than others.

5) Constantly changing business goals

Employees feel frustrated if business goals change too often. It is one thing if the whole business is facing change, but it is quite another if the organization or management is constantly changing goals and making employees feel meaningless. Example: the employee goes to the manager and asks for a salary increase, and the manager explains that in order to get that, the employee needs to improve the level of profit. The following year, the same employee works hard, works diligently, performs tasks more efficiently, increases profitability, and again seeks promotion. This time, the manager says that the employee, now, has to increase the profitability of his team and does not grant him a raise again, although that was not his initial request and his initial goal. When goals and requirements are constantly changing, as in this case, employees lose motivation, desire, perseverance to try and meet the set goals and objectives.

6) Personal and family problems

If an employee is experiencing personal problems or difficulties at home, this may affect their ability to be fully engaged and perform their business duties. Thus, he becomes depressed, moody, defocused and can not concentrate on the assigned work tasks, which reduces the motivation to work.

7) Feeling that the manager does not trust the employee

This question can be the root of many problems. If the employee thinks that the manager sets too many restrictions or allows too little freedom to make decisions, he feels that the manager does not trust him. This condition leads to a decrease in employee satisfaction, morale and motivation.

Figure 1: Unmotivated vs. Motivated Employees



It can rightly be noticed that employees performance and motivation depend on the factors like performance appraisal, employee satisfaction, training and development, job security, compensation, organizational structure etc. Employee's motivation is highly influenced by employee performance and for getting the desired outcomes, an organization needs to design motivation programs effectively (Dobre, 2013).

3. Employee motivation techniques

Motivation techniques are internal or external influences that contribute to productivity, satisfaction at work and meaningful contribution to projects. When employees need to feel excited to work harder or believe in their value to the company, managers can use motivational tools to help encourage and inspire their teams. Here are some motivation techniques:

1) Ask for employee input

Regularly survey employees for their satisfaction. Conduct anonymous polls to show employees that you care about their opinions and value their input. Ask for suggestions of ways that you can improve working conditions. You also have to take action after getting the results of your poll back. This will show employees that you truly value their opinion, want them to be happy in their positions and will take the steps necessary to make that happen. It will show that you are loyal to them just

as you want them to be loyal to you, which will go a long way towards motivating them to perform at their best.

2) Offer personal enrichment programs

Creating a personal enrichment program could mean that you offer tuition reimbursement or send employees to workshops and seminars where they can improve their skills. This will allow you to more easily promote from within. Look for opportunities to encourage employees to engage in professional development.

3) Validate good work

Help inspire the efforts of your team members by validating their good work. And show your appreciation in person compliments or expressions of gratitude usually have the most impact in this fashion. Give specific examples of the things that they did that benefited the team, the organization or you personally. You may also want to consider taking the time to write a handwritten thank-you note on stationery, as this extra effort will have a bigger impact on the recipient.

4) Set intermittent goals

Smaller, measurable goals are a valuable way to stay motivated during work on a project. Whether your team has a system to keep track of completed work or you develop a tracking system of your own, helping your team to set goals that are reasonable and achievable can keep employees motivated and encouraged when they hit notable milestones.

5) Celebrate milestones and achievements

Particularly if a project has a long-term goal, celebrating smaller milestones along the course of the project can help everyone on the team stay connected to the work and focused on the larger goal. Gratitude and validation are an important part of recognizing those milestones, but tangible rewards can also help. Financial bonuses, a lunch party, time off or a gift certificate for meeting milestones can motivate everyone.

6) Radiate positivity

Creating a positive culture is a great way to maintain the motivation of your employees. The easiest way to do this is to radiate

positivity yourself. Play music, joke around, play games, laugh and just have fun. Research shows that happiness can significantly boost the productivity of your workplace. Enjoy being in the office and consistently showcase high energy.

7) Create a mentorship program

A good mentor can offer encouragement, advice and understanding about the trials and successes employees encounter. If employees work in a specialized field that friends and family do not understand well, a mentor can be invaluable in helping them sort through concerns and appreciate their successes. Create a mentorship program within your department where you pair more experienced employees with ones who have less experience to guide them along their career journey and offer words of advice and encouragement daily.

8) Create a comfortable and inspiring workspace

Establish an office environment that is both comfortable and inspirational. Add color to the walls and put up motivational posters. If your workplace uses cubicles, encourage your employees to decorate their own space in a way they enjoy. Also, encourage your team to keep their workspaces clean and tidy, as clutter can rapidly begin to feel chaotic.

9) Encourage mindfulness

Encourage employees to de-stress and take breaks during the workday. This could mean a brief walk outside on a nice day or a trip to a nearby coffee shop. You might consider offering yoga or meditation classes over a lunch break or encourage your team to participate in these activities when they feel stuck about the direction of a project or need to take a short break. Sometimes just taking a few moments of quiet can provide the motivation they need to meet tight deadlines.

10) Take benefits to the next level

Employees generally expect standard benefits like paid time off, health insurance and even flexibility. You can motivate employees by taking your benefits to the next level. Add game rooms to help employees de-stress throughout the day, a snack bar to keep energy levels up or even implement a work-from-home day each week or month. Childcare or wellness compensation plans are also a great way to incentivize

employees. These kinds of benefits boost health, increase team motivation and encourage people to stay with your company longer.

11) Offer an incentive program

Create an incentive program that rewards employees for consistently working hard—separate from celebrating milestones or successes. You could implement non-financial incentives like extra vacation days, compressed work weeks or a choice of parking spots. Your incentive program doesn't even have to be connected to performance.

2. Methods of motivation

The techniques of motivation refer to different methods of motivating employees. All such methods are based on an application of different motivation theories. Some of the important methods or types are as follows:

1) Participation

Participation refers to an activity involving employees in management decision making and planning activities. Participation of employees in formulating corporate plans and policies provides the feeling of belonging, recognition, acceptance, accomplishment, and responsibility. As a result, employees will be motivated for a higher level of performance.

2) Behavioral motivation

This refers to the process of enhancing employee's behavior. Because the changed behavior of employees can motivate themselves towards the higher level of performance. This also increases their job responsibility.

3) Money and financial benefits

Money and financial benefits are generated externally. They are provided in terms of pay, incentives, benefits, and other tangible services. This works as a 'carrot' for motivating employees.

4) Work group

Employees are categorized into different work units to fulfill their different societal needs. Then the employees are allowed to work in the group, and they discuss the quality and productivity thereby finding out the causes of deficiencies. Hence, employees are self-motivated and self-directed towards the attainment of organizational jobs and responsibilities,

5) Profit sharing plans

It is another way of motivating employees by allowing them a certain percentage of profit. When employees directly participate in the profit of the company, they can be motivated towards earning the better profit.

6) Skill-based pay

This method of motivation is concerned with paying employees on the basis of skill held by them while performing the tasks. By doing so, highly skilled employees will be directly motivated towards a higher level of job performance. Similarly, employees with lower skills are induced to improve their skills and knowledge.

7) Flexible return

This means the designation of a pay system or incentive plan which is based on attempt shown by the employees in the actual workstation. If individual's efforts and attempts are recognized by some sorts of considerations they can motivate themselves for the higher level of performance.

8) Representation

It is another important form of motivating employees. Under this method, employees are appointed in management committee to participate in decision-making activities. If the employees get representation in the management, they can present their opinions, feelings, ideas, and views clearly. Ultimately, this leads them towards their commitment to work.

Conclusion

Motivation is the reason for people's actions, desires, and needs. Motivation is one of the essential aspects of HRM which is concerned with the process of inducing, inspiring, organizing, and stimulating employees to do the better job in the organization.

Every team and individual is unique and different. Therefore, there is not just one universal motivation strategy that can be implemented in any organization, but managers need to find the best strategies that work in a specific work environment. Inconsistency in the motivation model can destroy employee morale.

Motivation is the active process, which could be achieved if an employee has a sense of belongingness towards it organization, because through rewards system when employees know that their organization value them and appreciate their performance, then their performance could be effective and they will trust them. (MUOGBO, 2013). By showing employees they are appreciated through some form of reward or recognition, their confidence will take a boost which will motivate them to make a big difference in the workplace.

For the positive employee behavior, the win-win situation is compulsory and that is only possible through motivation and implementing reward system (Osabiya, 2015). The purpose of the awards is to increase the motivation and quality of fulfillment of the work task. To keeping workplace productivity and performance high, it's important to keeping the employees energized and motivated. An engaged employee will allow to create an entire culture where employees are motivated to grow and succeed in their roles.

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