The motivation of frontline employees and supervisory support management essay

In this assignment, I would like to reply to the first question which is to talk about what roles the supervisory support plays on motivating frontline employees. In the field of management, motivation belongs to human resource, which is a psychology course to stimulate a person's action. The concept of motivation is applied to management, and it can motivate employees to work more efficiently, that is, the managers take every effective way to improve staff's activeness and creation in order to let them accomplish the enterprise's task and goal (David McClenlland, 1961). As for business, one of the basic elements is referring to frontline employees. Frontline employees have many typical characteristics such as huge numbers, low educational level, tedious work, low level of payment, and lack of identification with the enterprise. However, it is undeniable fact that frontline employees have been playing an increasingly important role in enterprises and it calls for collaborative efforts between supervisor and employees to enable the enterprise to become stronger, especially when the enterprise is at stake.

After in-depth study, it is easy to find out that the role supervisory support plays in the motivation of frontline employees depends on supervision itself. Effective supervisory support will play a positive role in the motivation of frontline employees. Such as improving the performance of enterprises, motivating enthusiasm of frontline employees, creating a fair competitive environment, improving frontline employees' quality and regulating their behaviors. On the contrary, inappropriate supervision may cause negative effects on motivation of the frontline employees, including making the frontline employees feel of being watched, hurting their feelings. Of course,

inappropriate supervision can be also excessive and illegal, leading to rent-seeking behavior and waste resources of enterprise. These arguments will all be discussed in details as follows.

2. 0 Analysis

2. 1 Overview about Frontline Employees and Motivation

Employee motivation in order to increase corporate produetivity has proven to be a tremendous task for both employers and employees of businesses in the 21st century. In the eyes of most frontline employees, their work is tedious, dead-end, and lack of interest and challenge, which significantly reduce their enthusiasm of working. In the traditional division of labor and organizational design, frontline employees' work is mostly repetitive and mechanical. A lot of reasons contribute to the fact that frontline staff are unrest in their jobs and always want to leave their current workplace. As a matter of fact, frontline staff are often regarded as the objects of supervision and management.

On the success of any facet of your business, it can almost always be traced back to motivated employees, especially frontline employees, because motivation of frontline employees is the key to improve performance, which is also one of the most important mediums to develop human resources so that enterprises will be invincible in the fiercely competitive market and have the insistent power in long-term development. Motivation, which is the activity of effectively achieve the organizational and their members' goals by designing an appropriate form of external reward and the work environment by using information communication to inspire, guide, maintain and

naturalize acts of members of the organization. There are many motivation theories which explained the way how managers inspired their employees. For example, hierarchy of need theory by Abraham Maslow, motivation-hygiene theory by Frederick Herberg, three-needs theory by David McClelland, equity theory by J. Stacey Adams, and so forth. Effective motivation can ignite the enthusiasm of employee to work harder and make them give rise to desire to transcend themselves and others. What's more, motivation can have staff release their potential power. As a result, they can devote themselves to the enterprise to attain goals.

2. 2 Arguments

Argument 1¼šEffective supervisory support may meet the physical needs of frontline employees and improve the performance of enterprise

How to better develop and make good use of human resources is a very important issue in business. It is well recognized that one can porformed better in a more efficient enterprise , which means the enterprise with effective management. Effective supervisory support can be reflected in many aspects. For example, effective pay system, efficient process of evaluation, effective monitoring mechanism, etc. But how can they meet with the physical needs of frontline employees and improve the performance of enterprise?

According to Maslow's hierarchy of needs theory, material, physical needs are the most basic needs. If the employees' basic needs are not meeted, they will lose the intrest of working and creating, which will lead to the decline in production(Maslow, 1954). Adequate and effective monitoring and

evaluation system will enable the managers to have an objective overview on frontline employees's contributions and reward or punished them according to the result of their evaluations. Because of the inherent characteristics of frontline employees, the rewards or punishments are often offered in terms of physical. Physical motivations usually include wages, bonus, welfare, comfortable working conditions. From the research findings it can be concluded that human needs are the main force that drives people to work, especially money, because money can solve housing, furnish their family clothing and food, and provide leisure activities, and eventually, retirement. Without the fair living wage, a company will run the risk of losing its loyal employees, let alone to benefit from this kind of motivation. All in all, in a corporate world where money and power appear to mean success, it is key to remember that without good frontline employee motivation at the basic level, nothing else would be possible(Hick, 2006).

Moreover, according to expectancy theory, motivation will be high when workers believe that high levels of effort will lead to high performance while high performance will lead to the attainment of desired outcomes(Victor Vroom, 1964). A effective supervisory support will linked to performance and reward directly and with physical motivation, frontline employees will get well motivated become more productive which can lead to great efficiency and profits for business. Take Tejas Securities Group, Inc. for example. Their frontline employees are bound to be much more productive when they work in a positive, supportive environment. Their company strive to maintain an enjoyable, family-oriented atmosphere in which all employees focus on achieving team goals. This company goes an extra step by bringing in

catered lunches every day for all the employees to enjoy together. " In this environment, everybody wins. We enjoy the dynamics of striving toward our goals together as a team," said Kurt Rechner, President and Chief Operating Officer of Tejas Securities Group(RL Fielding, 2006).

On all accounts, effective supervisory support will be beneficial to the physical motivations of frontline employees. But physical motivations are not only the positive roles effective supervisory support played.

Argument 2¼šEffective supervisory support will create spiritual motivation to frontline employees

How could supervisory support motivate the spiritual enthusiasm of frontline employees? It is because employees are bound to be much more productive when they have a spiritual reward during working which an effective supervision will support to. The principle is similar to the way of material incentives. In many cases, spiritual motivations seem to be more effective and enduring than physical motivations. Because of the tedious, dead-end, and lack of interest and challenge works frontline employees are often lost their identification and responsibility to the enterprise. Luckily, it is the effective supervisory support that can deal with this dilemma. A study by W·James in Harvard showed that, in the absence of incentives, the subordinates can only exert a general ability to work by 20%~30%, and when he is inspired, his ability to work can be raised to 80%~90%, where the role of incentives is 3-4times of previous situation(Wang, 2007).

Effective supervisory can help frontline employee to realize full potential, gain the esteem and respect of others, receive love, affection, trust and

acceptance. Panasonic is a typical enterprise of the spirit of motivation for Panasonic is the first company which has it own company song in Japan and has the belive that only through concerted efforts and cooperation of each employee can their company achieve progress and development. So they pass company's spiritual values to their employees in the terms of company song and deliver manager's concern to frontline employees. In that case, all the staff of Panasonic unite as a whole and achieve more goals which makes their company more competitive.

Effective supervisory can build up a efficient performance evaluation system which supervisors and managers usually use them to guide frontline employees' behaviors. Performance evaluation is one of the most important part of supervision which is also a kind of tool to stimulate the staff's working enthusiasm and achieve the organization goals. This evaluation will enable the staff to realize that merits and drawbacks will meet their objective demands for contributions and approbation, which will explode the staff's creativity and positivity, and raise the organization's overall achievements, thus achieve their overall goals. According to sehultz&sehultz (2002: 4)¼Œpeople are motivated by much more stuffs from their jobs than just pay cheeks. They note that some emploees will achieve personal satisfaction¼Œfulfillment¼Œthe pride of accomplishment from their jobs¼Œand most important, be fairly treated. Emotional security¼Œselfesteem contentment¼Œsenses of identity and status¼Œchance to learn new things and experience new challenges¼Œand having positive social experiences with people of diverse backgrounds¼Œare some of the factors that motivate employees apart from

the above. People do not realize that they are pushed and pulled by some mechanical forces, because either of stimulate and reinforcements or of unconscious instinctual impulses is implicit. Humanists believe that humans strive for an upper level of capabilities, and they seek the frontiers of creativity, the highest reaches of consciousness and wisdom. This has been labeled " fully functioning person", " healthy personality", or as Maslow calls this level, " self-actualizing person"(Maslow, 1954)

Every employee, even the most ordinary frontline employee, has the demands of spiritual encouragement. Therefore¼Œit can be said that making use of supervise system to motivate employee is in a state of tension(DeCenzo & Robbins, 1999: 101), and hence to relieve this tension they engage in organizational activities. Moreover¼ŒRobbins&Coulter(2001: 424)¼Œstated that the greater the tension, the greater the drive to bring about relief. So¼Œto be precise¼Œwhen we see employees working hard at some activity¼Œit can be concluded that they are driven by a desire to achieve some goal that they have attached some great value to(Ibid: 424¼ŒDe Cenzo & Robbins 1999: 101).

Argument 3¼šExhaustive supervisory support will create a fair competitive environment for frontline employees (about 300 words)

Equity Theory (J. Stacey Adams, 1965)believe that employees pay much attention on fairness. Fairness can be explaines as an emotional experience when a person's find his outcome/input ratio is equal to the referent's. This theory focuses on people's perceptions of the fairness (or lack of fairness) of their work outcomes in proportion to their work inputs. When a person

perceives that their outcome/input ratio is equal to the referent's ratio, they will feel equity and have a good mood. Thus, they will work hard with satisfaction and of course, high efficiency. On the contrary, if the referent receives more outcomes, they will feel unfair and depression. Generally speaking, when frontline employees have sense of unfairness, they will have many abnormal behavior such as try for higher returns, reduce their contribution, try to change other's rewards and contributions purposely. That is why a fair competitive environment so important to both frontline employees and enterprises.

The most efficient way for supervieors to create a fair competitive environment for frontline employees is building up a equity evaluating system and reward thoes who performed well. When individual performance (sales) can accurately measured, the frontline employees will believe in fair competition. In that case, their company will also benefit from a fair competitive environment which is created by exhaustive supervisory support.

Argument 4¼šAppropriate supervisory support may improve frontline employees' quality and regulate their behaviors

Every enterprise has their own supervision system which creates a specific incentive mechanism on employees. For the frontline employees, once they happens to broke this system, he or she will be punished, or at least not be rewarded. For their own interests, frontline employees will choose the way which will benefit themselves most, and also benefit their enterprise.

For enterprises, any action that is worthy of awarding can be considered as an excellent manifestation of human's quality as well as prove of improvement of human's quality. As one way, rewards can further consciously improve human's all aspects of quality. On the contrary, any action receiving punishment is usually an inferior performance. That is, an signal which stand for decrease of human's quality. Correspondly, punishment warn someone that he should correct previous mistakes and improve quality, especially the serious and habitual mistakes. Otherwise, in order to generate or maintain high morale and positively highlight individual differences, frontline employees are encouraged to find one other coworker whom he/she admires and fromwhom he/she wants to learn. When we admire the workmanship or skills of another person, our own work improves. In addition, taking advantage of people's self-esteem and the demands of self-fulfillment can form an mechanism of self-development for human's resources and promote growth of persons with ability. Apart from above, appropriate supervisory support can exert pressure on frontline exployees so that they will spend more time considering how to work well, how to comply with the regulations of their enterprises and how to better implement corporate strategies. Therefore, ervery frontline employee will study hard , improve and make progress gradually. Finally, they have their quality improved and their behaviors regulated.

Argument 5¼š Inappropriate supervision may cause negative effects on motivation of the frontline employees

The role of management in keeping the frontline employee motivation flowing is not an easy one. Any inappropriate efforts may meet with

challenges which can be tedious, cumbersome, depressing¼Œand difficult to handle. Also, an inappropriate supervision method may cause a lot of negative effects on the frontline employees' motivation.

On the one hand, too much and too strict supervision may make the frontline employees feel of being watched . When the staff are at work, the team leader may go here and there around them for long time to monitor their working attitude in order to keep them from being lazy or make them do more work to increase output. However, in that case, the staff can not feel at ease and further lead to the desease of productivity. Consequently, they need a free atmosphere. Besides, excessive supervision can hurt their feelings and even accumulate their resentment to supervision. For example, some enterprises use monitoring system to count the precise time frontline employees spend in resting-room, which will be considered as offence of individual rights and add psychological stress to frontline staff. The more strictly the leader monitor them, the more they want to laze. As a result, it may create a negative impact on the enthusiasm of frontline employees. What's more, supervision can be easily beyond control and become excessive and illegal. Some manangers make use of their power to invade the staff's privacy or deprive them of fruits of labor to increase income or commit corruption.

On the other hand, improvements in performance motivated by strict supervision may be temporary, rather than long term. That is because without a tangible prize, frontline employees will easily lose their intrinsic motivation.

In addition, it may lead to rent-seeking behavior and waste resources of enterprises. Under a highly rigid supervision for a long time, frontline employees will take advantage of loophole of supervisory system. These rent-seeking behaviors make supervision system lose their function and make great waste of the enterprise's resources. The enterprise should not arrange too many resources to apply to supervisory support. Firstly, the enterprise can arrange more managers to do some researches or to other departments rather than concentrate on frontline employees. If the manager gives too much pressure on the staff, they may produce the mood to resist him . So, there will be not an harmonious relation between the manager and the frontline employees. Further more, some employees can not stand the condition and job-hopping to other enterprises. It is not favorable for the enterprise to lose talents and bring certain economic losses.

All in all, supervisory support is a mixed blessing. Appropriate supervision can bring benefits to, of course, inappropriate supervision can do certain harm to the enterprises. As a manager, he must seriously weigh the good and harm to benefit the enterprise.

3. 0 Conclusion

In summary, not all supervisory support can motivate frontline employees efficaciously. Whether the supervisory support play a positive role to the frontline employees depends on two aspects. On the one hand, it depends on the effectiveness of the mechanism design and the rationality of supervision. On another hand, it depends on the response of different stuff on supervisory system. In that case, enterprises should resort to different management pattern and complete their supervisory pattern. Therefore, only by

establishing efficient supervisory support can enterprises stimulate the enthusiasm and display the creativity of frontline employees. In this case, organization of production can be highly efficient operated , and enterprise will become more and more vibrant.

Supervisory supports is one way of motivation mechanism. Whether the management for human resource is effective depends on whether human can demonstrate their advantage and biggest potential or not, which is worthy of thinking twice for enterprises. Human's achievements and creation are driving power for enterprises to attain more profits and huge efficiency. Position, money and houses are all important measures for motivation mechanism.

The key to enterprise's management is based on human resource's manage ment, motivating human's activeness and creation, especially the frontline employees occupying the most numbers in the enterprise. How to show their initiative at work is extremely of importance for enterprises. Motivation is a catalysts of management. Utilizing kinds of motivation mechanism comprehensively, and combining means with destination in motivation can establish an open motivation system which is adapt to enterprise's speciality and frontline employees' demands in order to make the enterprise better accommodate rigid market circumstances and strength themselves in the furious market competition. Besides, monitoring system should focus on working results¼Œrather than the methods of work. Only in that way, will frontline employees working harder, and achieve higher efficiency.