

# Effective performance of public sector business



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Effective public presentation of public sector is cardinal to most underdeveloped states. Employees have been seen to take part a great trade ; nevertheless, the public sectors are frequently viewed as unproductive and stiff following major jobs of direction development.

They are confronted with deficient constructions, characteristically with excessively few directors, and a lack in of consistent forces progressive policies. Too frequently it has been believed that authorities employees can get certain undertakings based on the occupation necessity, but it is progressively being recognized that there is a demand for specific counsel to do possible the acquisition of the accomplishments and good behavior for their increased efficiency. This was apparent in a research conducted in Malaysia. Findings revealed that organisational attempts such as the handiness of equipment, communicating, A and engagement of all stakeholders, had important and positiveA effects onA productivityA public presentation ( Ramli, B. R. 2005 ) .

Although really true, many public organisations though equipt still experience low productiveness amongst its employees.

A critical Human Resource pattern in administrations today, is that of good rewarding and acknowledgment plan. As cited by Manzoor, harmonizing to Maurer, waggess and acknowledgment are of import factors in heightening employee occupation satisfaction and work motive and is straight associated to organisational success ( Maurer 2001 cited in Manzoor 2012: 6 ) . Khan, Farooq and Ullah conducted a survey in which they examine the relationship between waggess and employee motive in commercial Bankss of Pakistan.

Their survey focused on four types of wages of which 1 was acknowledgment which they tested through Pearson correlativity. They revealed that acknowledgment correlates significantly ( 0.65 ) with employee work motive ( Khan et al. 2010: 45 ) .

Wages and acknowledgment direction provides a measure by measure attack for planing a wage that recognizes occupation demands, employee-related cognition and accomplishments and performance-related inducements that link persons, squads, work units and organisational public presentation. Non pecuniary wages differentiate an organisation ' s employment offerings. It is the intangibles ( those that can non be seen physically ) that distinguish employers on the labour market from the competition and gain employee committedness. ( Zingheim and Schuster, 1997 ) . Harmonizing to Casio, an organizational rewarding system includes both fiscal and non-financial wages. Fiscal wages include direct payments every bit good as indirect payments. Non-financial wages include everything in a work environment that enhances a worker ' s sense of self-respect and self- regard. They are normally thought of as non salary but can be in pecuniary footings or cost the company some sum. Some of these non-financial wages and acknowledgment include grasp, all paid vacations, away work, companywide benefits, one-year fillip, incentive programs, gross revenues inducements, lodging loans, life insurance, preparation, instruction, publicity, personal communicating with employers etc. Employees have several benefits from being rewarded and recognized, so does the organisation. For employees, it is the agencies by which they provide for their ain every bit good household demands. Supply for their ain here means

enriching themselves, deriving that assurance, cognizing that the organisation needs them more than anything, deriving a sense of belongingness to the organisation etc. Family demands are met where the organisation offers vacations, paid infirmity and educational measures etc. on the other manus, the other donee here is the organisation itself.

Administrations frequently find it really possible to carry through many ends with these wages and acknowledgment systems in topographic point and these ends include pulling and retaining people and actuating them to execute more efficaciously. These non fiscal waggess and acknowledgment can besides be referred to as the relational signifiers of honoring employees and includes acknowledgment and position, working with a great squad or colleagues, employment security, disputing occupation and chance to larn or develop. All these consequence in the personal satisfaction of the employee.

Therefore waggess are non merely about money or hard currency, that is, extrinsic waggess, but besides concerns those non-financial waggess that provide intrinsic satisfaction in making the work itself.

## 2. 2 DEFINITION OF TERMS

Waggess harmonizing to Farkiya are the ' things given or received in make up for worthy behavior ' . They are all of the tools available to the employer that may be used to pull, promote and keep employees. Entire waggess include everything the employee perceives to be of great importance ensuing from the employment relationship ( 2011: 1 ) . Recognition, besides harmonizing to Farkiya, is ' a term used to depict an ability to place things based on anterior cognition ' ( 2011: 1 ) .

Jack Zigon besides defines wages as ' something that increases the frequency of an employee action ' ( 1998 ) . Sherry Ryan has explained that, ' rewards and acknowledgment is considered a powerful tool if employee motive and betterment wants to be achieved ' ( 2006 ) . These definitions all project an apparent result considered necessary ; betterment in public presentation.

Although these footings are often interchanged in its use, it should be noted that wages and acknowledgment systems are to be considered individually. The wages and acknowledgment systems usually refer to plans set up by the company to honor public presentation and actuate their employees.

## 2. 3 THE CONCEPT OF NON MONETARY REWARDS AND RECOGNITION

Non-financial wages and acknowledgment is a method of placing either single, employees or squads for peculiar congratulations or recognition through non-monetary channels. The most important portion of this definition concerns the term ' non hard currency ' . It is of import to be cognizant that the construct of non fiscal wages and acknowledgment does non intend should hold no fiscal value, it merely means that, whatever given should non merely be money. Money is surely valued, but its impact on intrinsic motive is limited at best. This method of conveying grasp is likely to be well more memorable than a hard currency award which is merely subsumed into an employees ' wage. ( Silverman, M. 2004: 3 )

Arul, P. contributes to the fact that Non-monetary wages and acknowledgment plays a important map in work units and bureaus to pull and keep their employees. He admits to it as the mundane exchanges that <https://assignbuster.com/effective-performance-of-public-sector-business/>

enhance employees ' experiencing that they are being appreciated and recognized contribute to high morale in the work environment. Its chief purpose is intended to offer psychological wages of non direct fiscal aid ( 2009 ) . There are many elements of intriguing and prolonging wages and acknowledgment systems ; nevertheless, it is important to maintain this disparity in head, peculiarly for top direction fascinated in actuating staff while conveying costs to a minimum ( Farkiya, 2011: 1 ) .

In Michael Silverman ' s ' Non fiscal acknowledgment ; the most effectual of wagers? ' , Rose, noted that Non-monetary wagers and acknowledgment can be thought of as a non-cash award given in acknowledgment of a high degree of achievement or public presentation such as client attention or support to co-workers which is dependent on accomplishment of a pre-determined mark ( 1998 cited in Silverman, M. 2004: 3 ) .

The great early motivational minds, Maslow, Deci and Herzberg were cited by Silverman. They give inside informations that despite differences in their attacks, there are by and large two distinguishable motivational subsystems, intrinsic and extrinsic motive. Intrinsic motive is thought of as internal ideas or feelings that feed one ' s desire to carry through, perform and go involved in activities. Intrinsically motivated behaviors are those which are motivated by the underlying demand for competency and ego esteem which may be performed in the absence of any evident external stimulation. In contrast, external motive is that which stems from the work environment external to the undertaking, it is normally stimulated by external wagers ( 1954, 1975, 1966 cited in 2004: 2 ) .

Whereas fiscal wages clearly influences extrinsic motive, it has small impact on intrinsic motive. Wages and acknowledgment is needed to heighten intrinsic motive. Pfeffer has noted that the usage of wage as the primary wages may promote people to fall in and stay with their assorted organisations but may be for the different grounds, intending the consequence of intrinsic motive is diluted ( 1998: 112 ) . ' People do work for money, but they work even more for significance in their lives. Companies that ignore this fact are basically corrupting their employees and will pay the monetary value in a deficiency of trueness and committedness ' ( Pfeffer, 1998: 112 ) .

Carrel refers to extrinsic wages as salary and benefits every bit good as intrinsic wages as accomplishing personal ends, liberty and more ambitious occupation chances ( 2007: 56 ) .

Harmonizing to Ajila, ' an per se motivated single will be dedicated to his occupation to a point to which the occupation of course contains assignments that are compensating to him or her on the other manus an extrinsically motivated person will be committed to a point that he can accomplish or obtain external wages for his or her occupation ' ( 1997 cited in Akanbi, P. A. n. d: 2 ) . He has farther suggested, demand, is critical for an employee to be motivated in a on the job environment, and that, that single needs to comprehend a likeliness of delighting him/herself through some wage. ' Again, if a wages is intrinsic to a occupation, the desire or enthusiasm to work is intrinsic but if the wages is described as external to the occupation, the enthusiasm to work is described as extrinsic ' ( 1997: Akanbi, P. A n. d: 2 ) .

Many other signifiers of Non-monetary wages and acknowledgment have been studied as being really effectual. Bob Nelson, who is a acknowledgment adviser and self-proclaimed ' Guru of Thank You ' , has specified in his article ' Everything you thought you knew about acknowledgment is incorrect ' the kind of acknowledgment employees welcome most as being recognized straight by their employers. He has stated that, '78 % of employees indicated that it was really or intensely necessary to be recognized by their employers when they put in great attempt into a undertaking ' and that the figure one pick for acknowledgment is echt esteem given often with specific cases ( 2004 ) . Allen and Helms ' research besides authenticates the importance of ' regular looks of grasp ' by top direction to promote the behavior of employees to achieve ends ( 2002 cited in Mackay and Whitson 2009: 8 ) .

Monetary wages, particularly, are still being used by directors. However, this scheme of bettering employee productiveness degrees have been found out non to be 100 % effectual, as perceived. Harmonizing to Chlo, findings published in a diary of a Nipponese survey have revealed that comparable effects are produced when person is paid hard currency and offered some sort of compliment and that the portion of the encephalon that reacts to regards partially covers the portion that reacts to pecuniary wages.

Employees are more concerned with how they are covering with by their directors on a day-to-day footing, that is the most of import factor to them ( Chlo, 2009 ) . Silverman ' s paper ' Non-Financial Recognition ' refers to this as ' perhaps the most obvious benefit of congratulations is that a simple, informal ' thank you ' does non be anything ' ( 2004: 5 ) .



Chlo besides refers to Nelson, a motivational talker and writer of ' 1001 Ways to Reward Employees ' , who posits value of reward-based acknowledgment and the thought that money is non the ultimate incentive and that ' the highest-recognition directors all look out for is chance to acknowledge their employees when they do good work, and do so on a day-to-day footing and advocator habitue, sincere acknowledgment as a great manner to spur employees to action ' ( 2004 cited in 2009 ) .

Harmonizing to The Forum, most directors find non-monetary wages and acknowledgment systems to be more effectual in obtaining eight out of 10 organisational aims, some of which include reenforcing organisational values, bettering teamwork, actuating specific behavior, making positive internal communicating and more, whilst pecuniary compensation systems merely accounted for raising gross revenues and bettering client acquisition based on fillips ( Scofidio, B. 2006 ) .

Since improved productiveness is dependent on whether an administration has positively motivated employees, harmonizing to Oosthuizen, it is really of import that proper wages and acknowledgment systems are implemented ( 2001 ) . It is besides to be understood, hence, that administrations and by deduction, directors, need to hold an apprehension of what motivates and how to actuate employees to accomplish higher degrees of public presentation in order to turn to outlooks ( Amos et al. , 2008: 173 ) . Pei ( 2007: 158 ) is of the same position adding that, since employers are a company ' s most valuable resource, there is the demand for directors to take at a major focal point of fulfilling and retaining employees.

Employees who are able to see and have recognition for their attempts intend have a better perceptual experience of their work, where they work and of their employers ( Shore & A ; Shore 1995: 164 ) . This idea is promoted by Buchanan who adds that the ' recognition of parts towards the administration has a positive relationship towards increasing the committedness of the employee towards the administration and its aims ' ( 1974: 536 ) .

People-friendly systems and a contributing environment, is besides a signifier of wages and acknowledgment that is acceptable and appealing for employees, and will actuate employees to execute more efficaciously ( Viedge 2003: 52 ) .

It is besides easy to reason that any ' incentive ' tools, whether pecuniary or non-monetary, is intended to supply some signifier of motive to employees. In actuating workers, organisations will be able to tap from these employees ' , high public presentation and good working attitudes that have been achieved through ' incentives ' .

Latham and Budworth ( 2004 ) in their survey of work motive in the twentieth century made known that motive was in the early 1900 ' s idea of to be lone money. It was subsequently revealed during the 20-th century that there were other facets than merely money as a motivational tool for employees a position the research worker wholly agrees since employees believe their satisfaction with their assorted occupations is an of import arrow towards a patterned advance into good occupation public presentation. This is to state ; happy employees are productive.

Ernest and Latham ( 2006 ) believe that motive is a psychological factor which has an consequence on employee mental attitude and wellness, and in order to be motivated, a individual needs to be satisfied. Lack of this, will contract a individual ' s ego regard and ego realization which could come on in deficiency of involvement to progress and turn, both in the line of work and personally.

The term ' motivation ' is arrived from the out from the word " motor " significance ; for action. Definitions of motive by some writers include ;

' forces within or internal to a individual that arouse enthusiasm and continuity to prosecute a certain class of action ' ( Mtazu 2009: 7 )

' the psychological forces within a individual that determine the way of a individual ' s behavior in an organizationa^; ' ( George and Jones 2002: 181 ) ,

' the willingness to exercise high degrees of attempt towards organizational ends, conditioned by the attempt ' s ability to fulfill some single demands ' ( Robbins 1998: 168 ) ,

McShane et Al ; " ... a factor that exists in an person which has the possible to impact the manner, strength and avidity of acting towards work ( 2003: 132 ) ,

' the thought that explains the impeling force in an person that explains differences in strength of behavior ( Petri & A ; Go-Vern 2004: 16 ) , and Rainey ; ( 1993: 20 ) , ' a^;. the grade to which a individual is moved or aroused to move ' .

Others include ;

Mitchell who defines it as ' a set of processes apprehended with the force that strengthens behavior and directs it toward accomplishing some end ' ( 1982: 81 ) ,

' an inward thrust to delight an unrealized demand ' ( Greenberg and Baron 1983: 190 ) , and

( Anon n. d: 201 ) , ' getting person traveling, among others.

Although in a cardinal sense these definitions are right, it needs to be altered for organisational grounds, that is, the effort of employees to supply their all can be misguided. It should concentrate on both organisational ends and single demands. Employee motive should be one of the policies of directors to augment efficient occupation direction amongst employees in organisations. Motivation, the research worker understands, is a tool needed by an organisation to ' provoke ' employees since provoked employees will be invariably looking for improved patterns to execute a responsibility. It is hence indispensable for organisations to offer motive to their employees. Getting employees to execute their best work even in really demanding state of affairs, is one of the employees most stable and oily challenges and this can be made accomplishable through actuating them ( Manzoor, 2012: 3 )

There are several types of motive which focus on different signifiers of seeking to acquire the best out of employees in an organisational scene, nevertheless, employee motive is normally described by expects as being ' intrinsic ' or ' extrinsic ' in nature. Extrinsic motive is said to be when

behavior is performed to achieve externally administered inducements pieces intrinsic motive, harmonizing to Yavuz, is a spontaneous push that comes from within with the purpose of act uponing behavior in a peculiar manner or way ' ( 2004: 15 ) . In Mtazu ' s sentiment, extrinsic wagers arise from the factors of occupation context that include fiscal wagers, developmental wagers, and societal wagers pieces intrinsic wagers are built-in in occupation design such as interesting and ambitious occupation, grade of feedback, undertaking assortment, and liberty ( 2009: 23 ) . A typical illustration of extrinsic motive is an employee who is motivated to demo up at work on clip mundane with the want to win the pecuniary wages awarded for punctual attending, an undependable and short term consequence on employees. Intrinsic motive, on the other manus, is associated with occupation related and societal temptations such as the chance for one ' s ability to be used, holding involvement in work, being recognized for good occupation done, development chances, being put to a challenge, accomplishments, being offered the opportunity to take part in determination devising, and being cared and thought of etc. A typical illustration is, an employee who is eager to work long hours because of the sense of feel that the assignment he/she is working on is nerve-racking but deserving completing. In this state of affairs, the single takes action because the expected consequence of that action straight entreaties to his/her values. Intrinsic incentives are expected to hold a more profound and long lasting consequence since they are come natural in persons ( Yavuz, 2004: 15 )

Intrinsic motive coming from within an single or activity, influences conduct, public presentation, and public assistance constructively, whereas, extrinsic motive on the other manus is associated with “ touchable ” inducements such as rewards, benefits, fillips in hard currency footings, some security, etc ‘ ( Ryan & A ; Deci, 2000 ) . It can be gathered that the usage of extrinsic incentives to rejuvenate employees can take to a point where those incentives, largely pecuniary 1s, must acquire bigger and better to accomplish desired consequences and that incentives that exist in the ordinary incidence of proceedings ( natural ) such as demanding undertakings, independency, acknowledgment, clip off, salutations etc. are of more value than the unnatural ( extrinsic ) wagers ‘ .

Intrinsic motive, here, is what is referred to in this paper as the Non-monetary wagers and acknowledgment offered to employees.

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## 2. 4 EXAMPLES OF NON MONETARY REWARDS AND RECOGNITION

Some illustrations of Non-monetary wagers and acknowledgment include:

Personal Communication:

Communicating with employees is a major acknowledgment tool.

Communication is the informal sharing of meaningful and timely information between organisational members. It has been operationalized as the frequency of concern contact and exchange of information, to better theA employee productiveness among other definitions by several writers such as Jirk, Beckard & A ; Pritchard, April, Ford & A ; Ford etc. Surveies have shown

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that deficiency of communicating is a major barrier in actuating employees ( Khan et al. 2010: 50 ) . Importance of communicating is it being used as a channel of fixing people for the positive and negative effects of alteration, addition peoples understanding of, and committedness to alter. By and big, the difficult work done by the organisation to progress in the communicating between its employees is to develop the degree of efficiency of an organisation. The research worker agrees to communication being a acknowledgment tool as it helps in work outing jobs amongst employees. When communicating is introduced into an organisation, it enhances regard between employees and employers. It becomes a manner by which employees can voice out their sentiments about issues.

Companywide benefits:

For Henderson ( 2003 ) , these benefits typically include all non-cash payments and do not include direct hard currency payment of stock options. By and large, they are retirement benefits which are paid about by all administrations, medical and dental installations for the employee and household, conveyance installations to and from work, sometimes recreational installations and life insurance screen found sometimes in smaller administrations.

Harmonizing to Farkiya ( 2011: 2 ) , some other signifiers of Non-monetary wages and acknowledgments include, Assignment of more gratifying occupation responsibilities, Opportunities for preparation. Increased function in determination devising, Flexible work agendas, Paid holidays, ill foliages and vacations, Thanked publically at a departmental map, Receiving an

excess twenty-four hours off, Personnel points and vesture ' s such as caps, shirts, perspiration shirts, and other tools as electronic wirelesss and athleticss equipments.

Yavuz ( 2004: 2 ) , besides substantiates that Non-monetary do non needfully imply direct hard currency and can be touchable or intangible. Examples she stated, include ; employee encouragement, delegating of disputing responsibilities, acknowledging employees ' good work through letters, gifts, pestilences etc. , bettering working conditions and establishing some services for employees and forming societal activities, etc.

## 2. 5 NON MONETARY REWARD AND RECOGNITION AND EMPLOYEE PRODUCTIVITY

Changeless alterations in today ' s universe, and respects to engineering and invention, have necessitated the reappraisal in the attack in which employers interact with both their employees and their clients. Concerns have besides been raised on the demand for companies to set in order undertakings at manus, devise systems and processs, and re-examine and progress current direction manners.

In a canvass concerningA employee productiveness, Tjinsite, research and cognition arm of TimeJobs, revealed that ' more than 35 % of the employees consider the short of acknowledgment at their assorted work topographic points as the major obstruction to their productiveness ' ( Tjinsite, Timejobs The economic times 2012 ) . Harmonizing to them, ' rewards and acknowledgment aimed at accomplishing ends at their assorted workplaces



operates as a assurance supporter, which in bend develops into improved productiveness ' ( The economic times 2012 ) .

The benefits of utilizing non-monetary wages and acknowledgment are legion. Many companies have agreed that implementing wages and acknowledgment systems would in consequence go a long manner to heighten relationships with their employee, every bit good as, better returns of the company ( Giftcertificates, 2012 ) . GiftCertificates have adopted a method for pulling and retaining employees and animate them to work at their fullest potency. This, they have realised, improves occupation satisfaction, lowers absenteeism and lost clip, increases productiveness, informs and educates employees and increases nest eggs ( GiftCertificates 2012 ) .

Bob Nelson, in his article, A ' the impact of acknowledgment ' has besides stated the benefits of acknowledgment as an betterment in communicating, a better cooperation from employees, lessening in absenteeism and turnover, higher occupation satisfaction and trueness. A client of Irvin of HR. com has said that their one-year employee study has revealed that acknowledgment has boosted the productiveness of 90 % + of their employees ( 2011 ) . Again, harmonizing to them, ' Achieving these sorts of consequences in improved efficiency and public presentation are possible by set uping a true civilization of acknowledgment in which it develops into about a tradition for all employees, at every degree, to impermanent arrest, observe and be pleased about the attempts and achievement of those around them ' ( Irvin, HR. com 2012 ) .

Chiang & A ; Birtch ( 2012 ) have noted that, wages that are offered in Non-monetary footings, such as vacations, household benefits, affects employee ' s perceptual experience of his/her workplace as a ' supporting and caring ' administration. This is to state that by supplying employees with that much NMRR as possible makes employees more purposeful and expeditiously. Employees become more accurate in their work. This idea is besides supported by the research worker who posits that, when employees begin to recognize that their organisation truly values and wages good productive behaviors, the employees would mean embracing or welcome those values and on the other manus, when realized that services are non being rewarded, orientations may wholly alter.

## 2. 6 THEORIES TO SUPPORT REWARDING AND RECOGNIZING EMPLOYEES

It is necessary to grok human nature, although easy really complicated. An grasp of this is a asset to supplying effectual employee motive at the topographic point of work. Motivation explains why members of an administration behave as they do. It either assists or hinders the organisation from accomplishing its ends. Keeping workforce motive is cardinal to an organisation ' s success, because it determines whether an person will lend or non to the inputs needed by an organisation to do it effectual. Self-motivation demands to be persistently reinforced by some wages and acknowledgment.

In seeking to better explicate the ground why more and more employees work harder when rewarded and recognized ( financially or non-financially ) , a figure of theoreticians have conducted research surveies on personality

and motive, peculiarly in the workplace who have explained the brotherhood as predicted, explained and influenced. There are several theories in relation to seeking to understand the human nature, below are the cardinal 1s in relation to work motive.

Expectancy theory:

Harmonizing to Shields ( 2007: 78 ) , the theory assumes that work behavior is determined by single outlooks Duah ( 2011: 29 ) , besides suggests that the anticipation theory focuses on how workers decide which specific behaviors to prosecute in on the occupation and how much attempt to exercise. That is, how workers make picks among alternate behaviors and degrees of attempt. Bagram ( 2007: 90 ) believes that anticipation theory has been good researched and is regarded as the most advanced motive theory. The theory emphasises the importance of employees believing that they could better their attempt and that this would take to improved public presentation which would be recognised and would take to a wages which they desire. Expectancy theory is truly a theoretical account of the procedure of being motivated by a wages system and it emphasises the importance of certain demands for that procedure to run such as clear alliance of public presentation ( instrumentality ) , reward creative activity to run into different persons ' demands ( valency ) , developing employees to be more efficient and extinguishing any barriers to public presentation ( anticipation ) ( Mtazu 2009: 42 ) . In a amount this theory is to explicate that, where employers have ensured that their workers understand what waggess will ensue from high attempt, where the employer have made certain that these waggess are desired by the workers, where supervisors and

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directors have made certain that employees know what attempt is required from them and where the employees have assurance that they will hold the installations, the resources and the ability to accomplish the attempt and bring forth the consequences, so motivated is achieved. Where these components are losing, the effort to actuate has a high chance of neglecting.

### Deductions of the Expectancy Theory

Directors can surely utilize anticipation theory in developing their aim motive plans. There is the demand for directors to center on employee outlooks if they want to be successful. Directors need to set assignments and wages to ease the development of realistic challenges within occupations. Directors must actively find which second-level results are of import to their employees. Again, the research worker believes that directors, who know what subordinates prefer, can try to supply to them, extremely valued outcomes. Since persons prefer different results, motive with wages and acknowledgment programmes should be designed with adequate flexiblensness to turn to such differences in single penchants.

### Need theory:

Need theories of motive place the demands that workers are motivated to fulfill on the occupation. Two major demand theories, Abraham Maslow ' s Hierarchy of Needs and Clayton Alderfer ' s ERG Theories are deserving adverting here:

### Maslow ' s Needs Hierarchy

Bagraim ( 2007: 74 ) , Shields ( 2006: 68 ) , and Swanepoel et. Al ( 2003: 325 ) have explained further Abraham Maslow ' s developed theory of human motive in footings of work motive. This theory proposes that human existences have five cosmopolitan demands that they seek to fulfill, they are ; Physiological demand, Safety needs, Belongingness need ( societal ) , Esteem needs, Self-actualization needs.

These were based on the undermentioned premises by Maslow ;

a ) Human existences are motivated by unsated demands

B ) These demands are in a hierarchy of importance that is, from basic to complex ;

degree Celsius ) That certain lower demands have to be satisfied before higher demands may be satisfied ;

vitamin D ) Needs are presented in a hierarchy from low to high degree of demand in five categorization.

The Maslow theory of motive provinces that instantly we are motivated to fulfill the cravings of our basic demands, ( lack ) we are traveling towards growing and self-actualisation. Satisfying a demand is healthy as demands is pre-potent. They greatly influence all our actions and can change among persons. As one desire is satisfied, another demand ( higher ) emerges to take its topographic point to be satisfied.

Duah ( 2011: 32 ) besides adds that harmonizing to the theory, human demands are arranged in an order such that satisfaction of the lower

degrees of demand is kind for first and one time that degree of demand is satisfied, a individual is motivated by the following degree up the hierarchy, which so advances through the order.

The hierarchy is in order of ;

**Physical Needs:** These are the really basic and primary demands such as air, H<sub>2</sub>O, nutrient, slumber, shelter, alleviation from and turning away of hurting and others. They may include the desire for better wage and conditions, holidais, pension programs, interruption periods, comfy working conditions etc.

**Safety Needs:** This degree involves establishing stableness and consistence. Once the basic demands are met, these demands emerge which are largely psychological in nature. It is the desire to continue what has already been achieved in order to protect oneself from injury, menace, hurt, danger, loss or want. In administrations, these are the workers need for occupation security, safe working conditions, waggess and benefits, retirement programs and rupture wage.

**Belongingness Needs:** Love and belongingness are the following on the hierarchy where the person turns attending to and want to fulfill this demand for company. Peoples like to belong to a group, that is work groups, and to hold good interpersonal relationships with other co-workers and being involved in organisation-wide and group activities.

**Esteem Needs:** These are people ' s regard or self-importance demands and may take two signifiers. First, the demand for self-esteem that comes from

fulfilling oneself in feelings of accomplishment, competency or command of a undertaking, adulthood and independency. Second, there is the attending and acknowledgment from others and this revolves around personal repute, peer-group position and grasp. In the organizational scene, wages that meet these demands are position symbols, duty rubrics, occupation content ( satisfaction of finishing the occupation itself ) take parting in determination devising and opportunities for promotion.

Self-actualization Needs: This is a desire to being able to go what one is capable of going. This is seeking to gain one ' s full potency. In order to run into these demands administrations must develop employee abilities, do them originative, and give them the opportunity to accomplish their upper limit and to hold control on the occupation ( Akah 2010: 7, 8 ) .

#### Deductions of Maslow ' s Theory

Lower demands need to be satisfied. It is merely so, pressing demands can be addressed. If a director tries to actuate an employee whose safety demands have non been met by offering a societal wages, the coveted purposive behavior will non take topographic point. Second, an of import deduction is that lower demands form a foundation on which the higher degrees are built. Merely when lower-level demands remain satisfied, can directors trust to actuate workers by the satisfaction of higher degree demands. For case, an employee whose lower-level demands have been satisfied and all of a sudden, faces a menace to his or her occupation security, will instantly switch attending to the lowest degree demands. Another deduction is the thought of sufficiency. A individual about ne'er feels

that a demand is wholly satisfied. Most people want more money, security, friends, regard and assurance no affair how much they have achieved.

Therefore, persons move up the hierarchy non when a demand is entirely satisfied, but when it is sufficiently satisfied.

From these deductions, directors must observe that a fulfilled demand may be lost in footings of motivational potency. Therefore, they should be adviced to promote employees by making plans or patterns designed to delighting emerging or unmet demands.

The value of Maslow ' s theory lies in its accent on actuating employees by appealing to their single demands. To actuate employees, the director must accurately place and estimate their most of import demand and use those demands by associating their satisfaction to the attempt or public presentation of employees. For illustration, if a demand for security has been identified, possibly the director could pass on to the single employee and emphasize the relationship between high attempt and occupation term of office that is seting in more into the occupation to prolong and keep his or her occupation. The of import thing from Maslow ' s theory is that it has led to greater believing and research in the field of employee motive and besides about the value of adult male.

#### Clayton Alderfer ' s ERG Theory

Clayton Alderfer has besides proposed his ERG demand theory of work motive to aline more closely with empirical research but reduced the demand to three:



a ) Being Needs: refers to people ' s concern of cardinal stuff being needs ; what Maslow named ' physiological and safety demands ' .

B ) Relatedness Needs: the desire we have for prolonging interpersonal dealings ; in Maslow ' s footings ; societal demands.

degree Celsius ) Growth Needs: the natural desire for personal growing ; in Maslow ' s footings ; esteem need and self-actualisation ( 1969 cited in Duah 2011: 25 ) .

Equity Theory of Motivation:

Equity theory explains that workers should compare what they receive from their occupations and from the administration to their inputs in the organisation. Harmonizing to Bagraim ( 2007: 88 ) , employees who recognize that they have been under-rewarded or over-rewarded, re-establish equity by changing their ain inputs, or, changing comparing or finally discontinuing the occupation. Equity theory, as understood by the research worker, is based on the hypothesis that employees, who work for waggess, are enthused by a desire to be reasonably treated at work. This is of import as keeping employee perceptual experiences of equity is a critical facet of the managerial function. Armstrong and Murlis are of the sentiment that employees consider the ratios of their attempts to their end products correspond to that of comparable employees and that unfairness exist when these ratios are unequal ( 1994: 38 ) .

## 2. 7 IMPLEMENTATION OF REWARDS AND RECOGNITION SYSTEMS

Harmonizing to Bowey ( 2001 ) cardinal rules such as Goals and Reinforcement, Involvement, De-motivators, Relevance of Reward and acknowledgment, Equity and Fairness are worthy of incorporation into wages and acknowledgment system schemes to move as motive. They are

a ) Involvement - the engagement in the advancement of any new payment system is indispensable to employees. They need to be consulted about jobs they are expecting every bit good as be optimistic to its development.

B ) De-motivators - Managers must extinguish all the demotivation problems, which discourage employees from achieving high degrees of public presentation

degree Celsius ) Equity and Fairness - All public presentation values to be utile in accomplishing coveted results, aims or improved behavior for wage, should be just and similar for all employees executing the same undertaking within the an organisation.

vitamin D ) Relevance of Reward - directors must guarantee employees are fascinated by having the hereafter wages and acknowledgment.

vitamin E ) Goals - there is the demand for employees to be made aware of which reward and acknowledgment they would gain when ends, marks and alterations are met. This should be precise and clear.

degree Fahrenheit ) Reinforcement - good systems should be instituted such that employees may have feedback from their employers and cognize what employers really expect from them in order for them to gain coveted wages and acknowledgment. ( cited in Duah 2011: 36 )

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As it should be noted, many of the above rules necessitate entire engagement of supervisors and directors as from their employees.

Employees are normally blamed wholly for the hapless public presentation of an organisation. It has merely in recent times been realized, that hapless employee public presentation could be associated with hapless direction.

Below are a figure of rules to observe when implementing wages and acknowledgment policies in organisations ;

a^? A A A ‘ Rewards and Recognition is non compensation

a^? A A A Rewards and Recognition should be personal

a^? A A A Employees should believe that wages and acknowledgment are non based on fortune

a^? A A A Recognition should be given for attempt, non merely achievements

a^? A A A All employees should take part in wages and acknowledgment plans

a^? A A A Match the wages to the individual

a^? A A A Match the wages to the accomplishment

a^? A A A Be seasonably and specific ‘ ( Farkiya 2011: 2 ) .

## 2. 8 BENEFITS OF IMPLEMENTING REWARDS AND RECOGNITION SYSTEMS.

The organisational benefits of implementing wages and acknowledgment systems have been revealed to admit public presentation above and beyond

the norm, heighten client service, recognize accomplishment and support line directors. ( Rose 1998 ) . The chief aims of a wages and acknowledgment systems as discussed by Silverman include its ability to make a positive work environment, reinforce desired behaviors, motivate high public presentation, increase morale, support organisational mission/values, addition retention/ lessening turnover, promote trueness, and back up a civilization alteration ( 2004: 8 ) . It is besides suggested, that, by its execution, employees become knowing about them, which makes more valuable employees ( Scott n. d: 14 ) . Also, if there is rationale behind believing that non-monetary waggess draw specific types of employees, and those employee are more fruitful in a certain type of house, so supplying this type of system would in bend attract better employees to that company.

Again, it serves as a encouragement in morale for organisation ' s employees as echt wages and acknowledgment of public presentation improves morale. Higher morale in the work topographic point leads to occupation effectivity, greater productiveness and physiques committedness to the organisation. It enhances a more positive organisation ' s image which enables the populace have a positive perceptual experience of employees who are effectual, motivated and committed to their occupations. Finally, Farkiya, is besides of the position that it will besides function as a accelerator to make policies that will acknowledge outstanding employees and demo grasp to all employees ( 2011: 3 )

## 2. 9 PROBLEMS ASSOCIATED WITH THE IMPLEMENTATION OF REWARDS AND RECOGNITION SYSTEMS.

( still researching a^! a^! a^! . )