

What are the factors affecting the employee motivation business essay



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This chapter gives general information and theories about motive. The demand to increase productiveness and efficiency in the work topographic point of any organisation has led to increasing academic involvement in the country of motive over the old ages. The concern environment is going more and more competitory all the clip and directors feel pressured to happen new ways to actuate their employees in order to maintain them committed to the company and give their full public presentation. Writers have been keenly interested in cognizing what factors are responsible for exciting the ability to work. Many different theories and methods of employee motive that range from pecuniary inducements to increased engagement and authorization have come out over the old ages and some of these theories are introduced in this thesis.

Background of the survey

Motivation relates to a scope of psychological procedures that guide an individual toward an end and cause that individual to maintain pursuing that end. Motivation frequently is described in footings of way (the pick of one activity over another) , strength (how hard an employee attempts) and continuity (how long an employee continues with a behaviour, even in the face of obstructions or inauspicious fortunes) . Motivated employees work harder, bring forth higher quality and greater measures of work, are more likely to prosecute in organisational citizenship behaviours, and are less likely to go forth the organisation in hunt of more fulfilling chances. Furthermore, extremely motivated employees strive to bring forth at the highest possible degree and exert greater attempt than employees who are non motivated (Schultz & A ; Bagraim, Potgieter, Viedge, and Werner (2003: 53) .

Employees need a scope of incentives in order to stay occupied in their work. In response to this demand, employers are looking at how to fulfill their employees on both an extrinsic, fiscal degree every bit good as an intrinsic, psychological degree.

There are plentifulness of motivational theories stressing what it is that motivates people, two of these theories included in this thesis, were Maslow 's demand hierarchy and Hertzberg 's two factor theory. Furthermore, Maslow (1970) offered his `` need hierarchy " harmonizing to which human existences have their demands arranged in a hierarchy such that they are motivated to seek satisfaction of the lower degrees of demand foremost. Once that degree of demand is satisfied it is no longer a incentive, and the individual is motivated by the following degree up the hierarchy. Mentioning

to calculate 1, the basic demands such as shelter, nutrient and heat are at the bottom degree of Maslow 's hierarchy, which so progresses through physical wellbeing, societal credence, self-esteem, to `` self-actualization '' (recognizing one 's ain potency) .

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Figure: Maslow 's hierarchy of demands

The first four degrees are:

Physiological: hungriness, thirst, bodily amenitiess, shelter ;

Safety and security: out of danger ;

Belongingness and Love: affiliate with others, be accepted ;

Self-esteem: to accomplish, be competent, addition blessing and acknowledgment.

Harmonizing to Maslow (1970) , an person is ready to move upon the growing needs if and merely if the lack demands are met. Maslow 's initial conceptualisation included merely one growing need self-actualization. Self-actualized people are characterized by:

Bing problem-focused ;

Integrating an on-going freshness of grasp of life ;

A concern about personal growing ; and

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The ability to hold peak experiences.

Maslow and Lowery (1998) subsequently differentiated the growing demand of self-actualization, specifically placing two of the first growing demands as portion of the more general degree of self-actualization and one beyond the general degree that focused on growing beyond that oriented towards ego.

These demands are:

Cognitive: to cognize, to understand, and explore ;

Aesthetic: symmetricalness, order, and beauty ;

Self-actualization: to happen self-fulfillment and recognize one 's possible ;
and

Self-transcendence: to link to something beyond the self-importance or to assist others happen self-fulfillment and recognize their possible.

Maslow 's basic place is that as one becomes more self-actualized and self-transcendent, one becomes more wise (develops wisdom) and automatically knows what to make in a broad assortment of state of affairss. Daniels (2001) suggested that Maslow 's ultimate decision that the highest degrees of self-actualization are transcendent in their nature may be one of his most of import parts to the survey of human behaviour and motive.

A 2nd well-known theory in this class is Hertzberg 's two-factor theory.

Harmonizing to Herzberg (1959) , work motive is dependent on `` hygiene '' factors (salary, prestigiousness) and incentives (accomplishment, duty) . A

individual is motivated if both sorts of demands are satisfied. Herzberg (1987) declared that `` existent " motive is merely reached when a individual experiences self-growth, which can merely be satisfied through work enrichment.

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com/2010/04/herzberg_2. jpg? w= 550 & A ; h= 418

Figure: HerzbergA? s Two Factor Theory

Herzberg 's two-factor theory of job-satisfaction is non new, as a affair of fact ; it dates back to 1959 and is the branch of a research survey undertaking on occupation attitudes conducted by (Herzberg, Mausner & A ; Snyderman, 1969) . Herzberg (1959) addresses the job of occupation satisfaction in footings of those factors which cause satisfaction (incentives) and those which cause dissatisfaction (hygienes) .

Factors which bring about occupation satisfaction are normally called satisfiers or incentives and were found from the survey to be related to the nature of the work itself and the waggess that result from the

public presentation of that work. The most important of these involve features that promote an person 's demands for self-actualization and self-fulfillment in his work. These factors are basically linked to occupation content, which means they are intrinsic to the occupation itself. Herzberg analyzed and classified the occupation content factors or fulfilling experiences as follows:

Satisfiers

Accomplishment

Recognition

Work itself

Duty

Promotion

Growth

Harmonizing to Herzberg (1959) , these factors stand out as strong clinchers of occupation satisfaction with three of them, a sense of executing interesting and of import work (work itself) , occupation duty and promotion being the most of import relation to a permanent attitude charge.

Achievement more so than acknowledgment, was often associated with such long-range factors as duty and the nature of the work itself. Robbins, (2003) emphasized that employee acknowledgment consists of personal attending, showing involvement, publicity, wage, blessing and grasp for a occupation good done. Recognition which produces good feelings about the occupation does non needfully hold to come from higher-ups ; it may come from subsidiaries, equals, or clients. It is interesting to observe that acknowledgment based on accomplishment provides a more intense satisfaction than does acknowledgment used entirely as a human dealings tool divorced from any achievement, the latter does non function as a satisfier. Schultz, et Al, (2003) stated that some ways to better motive

include good wage, effectual preparation and accomplishments development, a proper acknowledgment and wages system, and employee growing chances.

Compared with the satisfiers or incentives are the factors which cause low occupation attitude state of affairss or occupation dissatisfaction. Such factors were found from the analysis of the survey consequences to be associated chiefly with an person 's relationship to the context or environment in which he does his work, These factors are extrinsic to the work itself and are referred to as dissatisfies or hygiene (or care) .

Dissatisfiers

Company policy and disposal

Supervision

Working conditions

Interpersonal dealingss (with equals, subsidiaries and higher-ups)

Status

Job security

Salary

Personal Life

Detailss on the methods used by Herzberg and his co-workers to cut down and analyse their research informations will non be discussed in this paper.

The satisfiers and dissatisfiers that have been listed are referred to as first degree factors. Bassett-Jones and Lloyd (2005) suggests that the `` content theoreticians led by Herzberg, assumed a more complex interaction between both internal and external factors, and explored the fortunes in which persons respond to different internal and external stimulations.

There has been an tremendous addition in research into motive. Many surveies have implicated relation between motive and other behavioural and organisational variable such as feasible levers over work motive such as comparing occupation satisfaction, occupation engagement, and organisational committedness (Moynihan & A ; Pandey, 2007) . They find that directors have changing grades of influence over these different facets of work motive, with greatest influence over occupation satisfaction and least influence over occupation engagement. A figure of variables are of import for work motive, including public service motive, advancement chances, function lucidity, occupation routineness, and group civilization.

Testing an explicit and inexplicit step of motive (Lawrence & A ; Jordan, 2009) . Sum uping the consequence of the survey they came to the decision that the differentiation between two types of motivations, is existent and determined by different developmental histories, activation by different inducements, and anticipation of different types of behaviour.

Langens, Schmalt and Sokolowski (2005) indicated that, acknowledging the motor construction of a individual can assist us acquire to cognize which incentives cause positive emotions and act upon the nusus for a end, and, on

the other manus, we can foretell which state of affairss can do fright and understand how they can be avoided.

Schuler and Prochaska (2001) , Zimmermann (2008) stressed that along with the cognitive abilities, general accomplishment motive can be viewed as the 2nd calling relevant trait, of import for both academic and calling success.

Schuler (2000) , Frintrup, (2002) stated that abilities and accomplishments are of import requirements of successful work public presentation. But when employees lack job-related motive, these qualities can non be to the full revealed. Then, high accomplishment motive, along with intelligence, becomes relevant and plays an particularly of import function in state of affairss when no external force per unit area exists and people have to do independent determinations.

As antecedently mentioned there are many motivational theories, surveies and findings about employee motive, but this thesis will be limited to the usage of some of these researches and or motivational theories.

Research inquiry and bomber inquiries

The research inquiry that shall be answered by the present research is as follows: what motivates employee at their workplace? In order to reply this overarching inquiry, several sub-questions shall be considered, viz. :

What are the factors impacting the employee motive?

How of import are inducements for the employee?

To what extent does the economic system of Curacao motivates or demotivates the employee?

What are the personal factors that can actuate an employee to perpetrate to their occupations?

How important are the company 's criterion and values to the employee?

Besides the differences in work motive in different degree of instruction, age groups and nationalities will be studied. This will be possible through analysis of information gathered from employees working at the three local air hoses, utilizing the method of a quantitative research. Local air hoses count 3 air hoses, viz. Insel Air, Dutch Antilles Express and Divi Divi Air N. V. A brief debut of the local air hoses will follow.

Insel Air is an IOSA (IATA Operational Safety Audit) certified air hose, runing 16 international finishs in 11 states within the Pan-American part. In South America InselAir operates on finishs Caracas, Valencia, Barquisimeto and Las Piedras in Venezuela, Medellin in Colombia and Suriname. Finishs within the USA include Miami, Charlotte and Puerto Rico. Other finishs in the Caribbean are Aruba, Bonaire, Curacao, Kingston, St. Maarten, St. Domingo and Haiti. Destinations Miami, Charlotte, St. Maarten Curacao and Aruba are used as hubs. Insel-Air 's international finishs and hub service give it great strength in making connectivity within the Pan-American part while concentrating on safety, on-time public presentation and great client service. Insel-Air offers a Comfort Class following to an Economy Class, free on-board nutrient and drinks, foremost two checked bags for free and seats with a upper limit of 34

inch legroom in Comfort Class. Insel-Air operates about 46 flights per twenty-four hours with a crew of 165 employees.

Dutch Antilles Express has been supplying lading services since April 2005. With two Fokker 100s DAE operates out of the `` hub " Curacao Hato International Airport to legion locations across the Caribbean and South America. `` DAE Cargo " has adopted the same rules as its on-time and quality rider services. Parallel to their spread outing flight web, DAE is supplying effectual and quality services to more and more new locations. With the support of 134 employees, DAE carries riders and lading to Aruba, Bonaire, St. Maarten, Sto. Domingo, Caracas, Valencia (Venezuela) , Bogota , Cartagena (Colombia) , Paramaribo (Suriname) and Panama City.

Divi Divi Air N. V. , is a little efficient air hose giving large services with a squad 12 employees. Established in 2001 and based on Curacao, with a ticket office in Curacao every bit good as Bonaire. Divi Divi Air N. V. , locally known as `` e Divi Divi " (The Divi Divi) operates about 7 to 9 flights daily between the islands. They can besides provide to your specific demands with charters on demand in the part. Divi Divi operates 3 twin-engine aircraft of which two are nine seat Britten-Norman Islanders.

Purpose of the survey

The followers are aims of this research:

To look into the causes of low employee motive at the workplace.

To place factors that could better the degree of motive of employees at the workplace.

To propose schemes that could better the quality of work-life of their workplace.

There are many factors that motivate people per se. The motivational factor of these affairs is based on humanA? s impulse to carry through certain demands. Not all of them can be applied in work motive, but the 1s that are feasible for this intent are introduced following. The interior motive factors include ; credence, the demand for blessing ; wonder, the demand to larn ; award, the demand to be loyal to the traditional values of one 's clan/ethnic group ; idealism, the demand for societal justness ; independency, the demand for individualism ; order, the demand for organized, stable, predictable environments ; power, the demand for influence of will ; salvaging, the demand to roll up ; societal contact, the demand for friends (peer relationships) ; position, the demand for societal standing/importance ; repose, the demand to be safe ; and retribution, the demand to strike back/to win. Reiss (2004) said that these basic desires give people interior work motive when they seek to carry through some of these demands.

Restrictions and boundary lines

The restriction is being considered in relation to the natural account to which the research worker has limited the survey and the active picks to restrict the survey country. This survey is limited to bing theories and theoretical accounts, and their influence and restriction on motive of the employee. The focal point will be on independent variables that the air hoses and or their employee in one or another manner can act upon, with exclusion of the

external factors which one can non command straight but proctor, delimited in local air hoses.

Variables that will be used are personal demands, organisational construction and external factors. Of the single factors, the most of import factors will be chosen. For organisational factors it will be limited to analyze the organisational civilization and the inducements, the external factors, the economic system will be touched. Approximately 100 employees will be studied in different instruction degrees, age groups and nationalities.

Apparatus of the thesis

In chapter 2, a motive factors theoretical account is presented and explained. In this portion, the definition of work motive, factors that influences the work motive, and different work motive theories used in the thesis are discussed. Further, different work-related behaviours are introduced and some general information. Chapter 3, the methodological analysis used is explained e. g. the research method, processs, instruments and representativeness is presented.

Chapter 4 and Chapter 5 a^|a^|a^|..

On the last page (s) , a mention list of the diaries used in this thesis is included.