

ASSESSMENT OF THE ROLES OF MOTIVATION IN ACHIEVING ORGANISATIONAL OBJECTIVES

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ABSTRACT

The study's main aim was to assess the role of motivation in achieving organisational objectives. Organizational objectives help in setting goals in such a way that all company-wide activities lead to one single direction. The future outcomes that an organisation wishes to achieve are what motivates it. The paper discovered that every organisation has short-term, medium-term, and long-term goals. These are the goals organisations seek to accomplish and are otherwise known as "organizational development objectives." The paper also established that predetermined organisational goals cannot be met without managers' coordinating their efforts. The study concluded that motivation is one of several ways that managers can use to gauge an employee's performance. Motivation improves work performance by bridging the gap between the ability and the willingness to work. Motivated employees put in their maximum effort to achieve organisational goals. Better performance results in higher productivity and, consequently, a lower cost of production. One of the recommendations made in the study was that for an organisation to attain maximum profit, it should concentrate more on employees and ways to retain them for the long run.

KEYWORDS: Motivation, Organisational Objectives, Workers Absenteeism, Workers Retention, Worker Performance, Customer Service

Introduction

Middle level managers occupy important position in organisations as they serve as interface between top management and bottom-level employees who are essentially engaged in operational matters. The primary responsibility of middle managers is to motivate operational employees and direct their efforts in order to achieve predetermined organisational goals – which in most cases are high productivity and profits. According to Bateman and Snell, (2007), they are responsible for translating the general goals and plans developed by senior management into more specific objectives and activities. Mullins (2010) states that the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation. Individual employees come to organisations with their personal goals which, in most cases are different from those of the organisation. It is therefore the responsibility of management to redirect and align employees' goals with that of the organisation in order to achieve set objectives.

According to Grobler et al. (2011), motivators are, to a larger extent, specific to the individual, so a manager should attempt to meet the employee's important needs or basic requirements for working productively. Furthermore, as the workforce becomes more

diverse, recognising the individuality of needs can become quite a challenge. A study by Georgellis, Iossa and Tabvuma (2010) revealed that extrinsic rewards such as earnings, job security and working hours are either insignificant in influencing the transition probability into the public sector or they exert a negative effect. In contrast, their findings revealed that employee satisfaction with intrinsic rewards increases the probability of transition into the public sector. They concluded that intrinsically motivated employees are attracted to public sector jobs because of a higher satisfaction with the nature of the work itself, as the public sector could offer greater opportunities for pro-social or altruistic behaviour. Georgellis and colleagues' finding is consistent with that of Shaban (2010), which confirmed that employees are mostly motivated by their work nature, responsibilities given to them, and supervision.

Concept of Motivation

Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. Motivation involves the biological, emotional, social, and cognitive forces that activate behavior. It is one of the key terms and one of the most significant concepts of psychology. The idea of motivation is related to determinants, causes, reasons, and goals for (human) activity. By using this term in social research as well as in practical life, it is intended to describe, to understand, to explain, and to predict human behaviour (Berridge 2004). According to Wasserman (2020), it is often held that different mental states compete with each other and that only the strongest state determines behavior. In everyday usage, the term "motivation" is frequently used to describe why a person does something. According to Radel (2016), motivation may be either intrinsic, if the activity is desired because it is inherently interesting or enjoyable, or extrinsic, if the agent's goal is an external reward distinct from the activity itself. According to Wigfield (2010), intrinsic motivation has more beneficial outcomes than extrinsic motivation. Motivational states can also be categorised according to whether the agent is fully aware of why he acts the way he does or not; this is referred to as conscious and unconscious motivation. Motivation is closely related to practical rationality. A central idea in this field is that we should be motivated to perform an action if we believe that we should perform it. Ryan (2010) argues that the concept of motivation is closely connected with the rather fundamental question of why or wherefore people do what they do (Ryan 2010). Motivation is not the behaviour itself, and it is not performance. Motivation concerns action and the internal and external forces that influence a person's choice of action (Mullins, 2005), and collectively, the different theories of motivation provide a framework within which to direct attention to the problem of how best to motivate staff to work willingly and effectively (Mullins, 2010).

Concept of Organizational Objectives

Objectives are measurable goals for a set process. We identify goals and take action to make them happen. Organizational objectives help in setting goals in such a way that all company-wide activities lead to one single direction. The future outcomes that an organisation wishes to achieve are what motivates it. Every organisation has short-term, medium-term, and long-term goals. These are the goals organisations seek to accomplish and are otherwise known as "organizational development objectives." Objectives play a significant role in determining policies and the allocation of resources in the future.

Before you start setting objectives, realize that it involves many factors.

- How many objectives do you want to set? Single or Multiple?
- What are the deadlines?
- Who controls the final decisions?
- Are the decision-makers committed to the objectives?

That is why having a transparent system in place is vital. Otherwise, people will only focus on the objectives that are best suited to their own progress. Here, the only thing that matters is the progress of the entire organization, not individual progress. Focus on different departments such as sales, research, and development, marketing, technology, etc. Take distinct factors into account that can impact setting and achieving objectives, for example, time, capital, resources, manpower, etc.

Concept of Workers Absenteeism

Absenteeism is a habitual pattern of absence from a duty or obligation without good reason. Generally, absenteeism refers to unplanned absences. Absenteeism also refers to the habitual non-presence of an employee at their job. According to Cascio & Boudreau (2015), absenteeism is any failure to report to or remain at work as scheduled, regardless of the reason. This is usually unplanned, for example, when someone falls ill, but can also be planned, for example, during a strike or willful absence. Absenteeism has been viewed as an indicator of poor individual performance as well as a breach of an implicit contract between employee and employer. It is seen as a management problem and is framed in economic or quasi-economic terms. Kelley, et al. (2016) stated that stress accounts for twelve percent of absenteeism in the workplace each year, which is a matter in which the company needs to stay in communication with the employee and work towards a solution.

Possible causes of over-absenteeism include job dissatisfaction, ongoing personal issues, and chronic medical problems. Regardless of the root cause, a worker who exhibits a long-term pattern of being absent may tarnish their reputation, which may consequently threaten their long-term employability. However, certain types of absence from work are legally protected and cannot be used to justify dismissal. Excessive absenteeism can indicate problems within the workforce or organisational culture, but absences can also be caused by workplace hazards or sick building syndrome.

Below are some detailed explanations of the top reasons absenteeism may occur:

- **Burnout** - Overworked employees with high-stake roles sometimes call in sick due to high stress and lack of appreciation for their contributions.
- **Harassment** - Employees who are habitually picked on—either by senior management personnel or fellow staffers are apt to ditch work to escape the relentless unpleasantness.
- **Childcare and eldercare** - Employees might have to miss extensive days of work if they are charged with watching loved ones when regularly hired caregivers or babysitters become sick and temporarily cannot fulfill their obligations.
- **Mental illness** - Depression is one of the main cause of absenteeism, according to statistics from the National Institute of Mental Health. This condition often leads individuals to abuse drugs and booze, which in turn causes further missed days of work.

- **Disengagement** - Employees who feel dispassionate about their jobs are likely to blow off work simply due to the lack of motivation.
- **Injuries or illnesses** - Illness, injuries, and doctor's appointments are the main reported reasons employees don't come to work. The number of absentee cases dramatically rises during flu season.

Another matter in which employees' absenteeism can be reduced involves the employees' personal matters (i.e., children at home, ill family members, etc.) and the willingness of the company to be flexible. Perfect attendance is hard to accomplish in the workplace. Outside matters always play a factor in absences, which can be spontaneous and uncontrollable. Flexibility is a key factor when working on a balanced business, and it's important for communication to flow effectively in the workplace.

Concept of Workers Retention

Employee retention is the phenomenon where employees choose to stay on with their current company and don't actively seek other job prospects. The opposite of retention is turnover, where employees leave the company for a variety of reasons. Retention relates to the extent to which an employer retains its employees and may be measured as the proportion of employees with a specified length of service (typically one year or more) expressed as a percentage of overall workforce numbers. Retention is defined as the process by which a company ensures that its employees don't quit their jobs. Every company and industry has a varying retention rate, which indicates the percentage of employees who remained with the organisation during a fixed period. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff.

According to Sinha and Sinha (2012), employee retention must be authentic and the retention of competent employees requires powerful recognition. Roles are a set of behaviors, rights, and obligations at work. Companies must guard against too many roles or role overload while also fully being in the roles that contribute to results, relationships, and engagement. The Thos model emphasises that employee retention can contribute to effective performance management and that performance demonstrates a company's engagement, while engagement and retention can help companies excel at performance. Good employee retention should foster star performers. According to the Zinger Model, employee retention is directed towards achieving the results that the organisation wants to achieve through the department, team, or individual. To achieve results, companies need to craft a strategy to get there. A central theme of employee retention is connection. In some cases, connection is synonymous with engagement. Engagement is not a one-time survey measure or a steady state. To engage is to fully experience and contribute to the dynamic elements of work. It is a process in which the employees are encouraged to remain with the organisation for the maximum period of time or until the completion of the project. Retention strategies help organisations provide effective employee communication to improve commitment and enhance workforce support for key corporate initiatives.

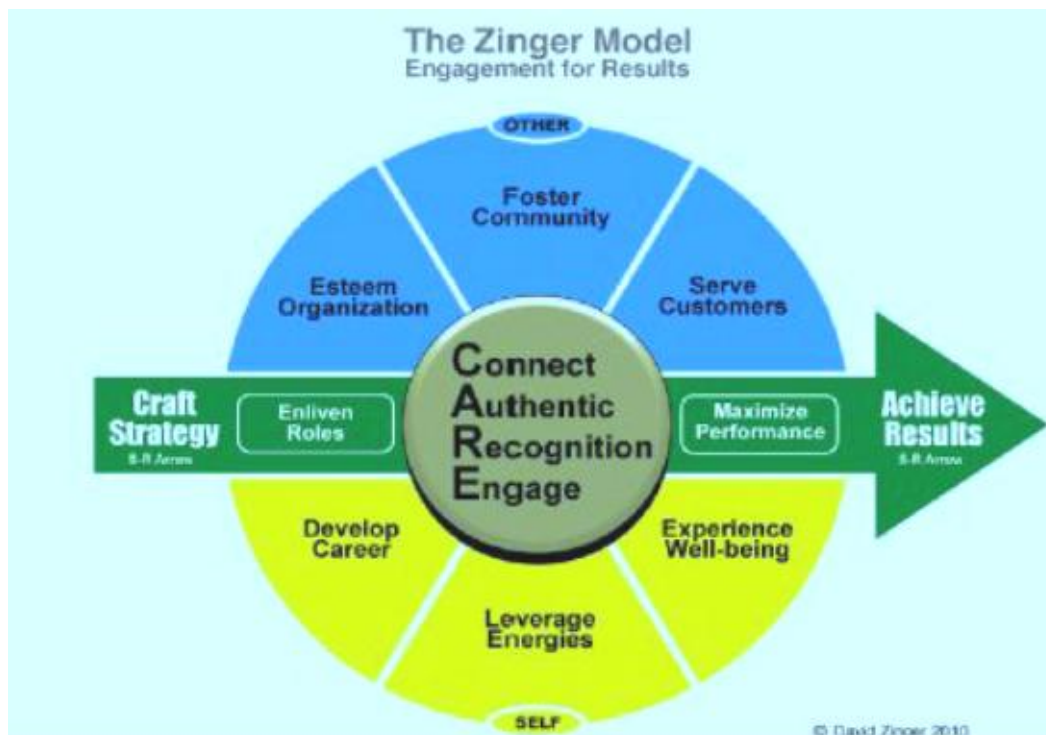


Figure 1: Ginger Model
Source: Nazia & Begum (2013)

Zinger Model: Employee retention is the art and science of engaging people in authentic and recognised connections to strategy, roles, performance, organization, community, relationships, customers, development, energy, and well-being as company's leverage, sustain, and transform their work connections into results.

Retention Strategies to Adopt

The strategies of retaining your top-performing employees involves:

Giving them challenging work: By continually giving your top performers a new target to work toward, you can keep them engaged. This strategy also helps them further their careers by allowing them to acquire new skills and achievements. The positive impact on their overall employability will make top performers more loyal to your company (Yazinski 2009).

Training them in cross-disciplinary skills: Once an employee becomes an expert in one area, you can open them up to cross-skilling opportunities. This will ensure that the employee doesn't jump ship in search of their "dream job" and has a chance to transition to a similar role within the company laterally.

Define and implement a succession plan: Succession planning creates a talent pipeline, preparing today's top performers for future leadership roles. Involving this employee group in your succession plan can be a good idea for retention, as they know exactly where they are headed in the company.

Concept of Worker Performance

Performance improvement means improving one's way of working so as to meet the required performance standards of the job, department, or organization. It can be applied to improving

one's own performance as well as improving someone else's performance. There are a number of methods that have been developed for performance improvement. Some of them are organisational, strategic planning, productivity improvement, leadership development, etc. These are some of the proactive and progressive steps that an employer would take if he discovered that his employees' performance was subpar. Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organisational psychology, also forms a part of human resources management. Performance is an important criterion for organisational outcomes and success. John P. Campbell describes job performance as an individual-level variable, or something a single person does.

According to Motowidlo (2003), job performance is defined as the total expected value to the organisation of the discrete behavioural episodes that an individual carries out over a specified time period. First, performance is an aggregated property of multiple, discrete behaviours that occur over time. Second, the property of behaviour to which performance refers is its expected value to the organization. The significance of personality traits for predicting job performance has been investigated so often that, in the meanwhile, second-order meta-analyses have been conducted (Barrick et al., 2001). Regarding the Big Five, the factor most strongly associated with job performance is conscientiousness.

Concept of Customer Service

Customer service is the provision of service to customers before, during, and after a purchase. The perception of the success of such interactions is dependent on employees who can adjust themselves to the personality of the guest (Buchanan, 2011). Customer service is about giving customers what they want, when they want it, in the best possible way. If your business provides good customer service, you have a greater chance of keeping and increasing your customer base. Customer support is a range of customer services to assist customers in making cost-effective and correct use of a product. It includes assistance in planning, installation, training, troubleshooting, maintenance, upgrading, and disposal of a product. These services may even be done at the place where the customer makes use of the product or service. In this case, it is called "at-home customer service" or "at-home customer support."

Customer service may be provided by a person (e.g., sales and service representative), or by automated means, such as kiosks, Internet sites, and apps. An advantage with automated means is an increased ability to provide service 24 hours a day, which can, at least, be a complement to customer service by persons. An increasingly popular type of automated customer service is conducted through artificial intelligence ("AI"). The customer benefit of AI is the feel for chatting with a live agent through improved speech technologies while giving customers the self-service benefit. Another example of automated customer service is by touch-tone phone, which usually involves IVR (Interactive Voice Response) a main menu and the use of the keypad as options (e.g., "Press 1 for English, Press 2 for Spanish", etc.). Every brand believes that its customer service is excellent. In reality, however, customer service across brands is mediocre. The experience is generally inconvenient, unpleasant, unsatisfactory, sometimes humiliating, and definitely expensive. Good customer service is an integral part of business. It affects important brand and business objectives like customer satisfaction, loyalty, retention, repeat purchase, up selling and usage revenue. In light of these business implications, there is continuous pressure on brands to improve customers' perceptions of their service.

Improving customer service should not be that difficult. It can happen if organizations reconsider certain business strategies. The following eight strategies are very important to improve customer service:

1. Incorporate in Business Planning: The quantum and nature of service requirements are dependent on the activities of many other functions. Organizations should incorporate customers' service requirements into all aspects of business activities, like product design, procurement, production, handling, pricing, communication, people, and culture. This would help organizations to prepare better for service eventualities and at the same time make customer service the responsibility of the entire organization.

2. Change Attitude to Service: Despite being a critical business activity, customer service function does not command the same respect that many other functions do. Many perceive it to be dirty, menial, and unpleasant. Service center appearances and resources are always far inferior, especially to that sales and marketing. If an organization treats the service function in this manner, customers are likely to get the same treatment from the service function. An organization's attitude to service is a reflection of its attitude to customers. Management has to go far beyond providing mere lip service if the rest of the organization is to respect customer service and customers.

3. Integrate with Marketing: Customers are an important marketing resource. They are the most credible brand ambassadors; their word of mouth recommendation is far more effective than all other marketing activities put together. Given its importance to marketing, organizations should make marketing solely responsible for customer care and if necessary create a separate customer marketing function to protect, nurture, and leverage its core assets (customers) far more productively. Integrating it with core marketing will also remove the stigma associated with service.

4. Shed the Profit Center Approach: Many organizations try to make a profit through customer service. In a profit center approach, revenue-generating activities like sales of maintenance contracts, spares, and expensive call charges become more important than the aforementioned business objectives. Selling at low margins is normally the reason for the profit center approach. Attempting to increase profit through service would not work anyway, as customers expect service charges also to be low if the product purchase price was low. Expensive service charges would also force customers to choose cheaper third party service providers. Brand and business objectives should be the only purpose of the customer service function. The collective value of these business measures, in near term and long term, would always be higher than the profits made from normal service activities. A profit center or cost center approach, disregarding business objectives, would be detrimental to the brand.

5. Adopt Retention Pricing: Product pricing should include the cost of acquisition and the cost of retention including the service cost. Discounting the service and retention cost to make the sale price attractive would only force the brand to recover the lost margin through subsequent transactions. It is wrong to believe that customers do not deserve good service just because the sale price was low. Every customer, irrespective of the price that he pays, expects good service. The product price should therefore, have a sufficient margin to meet those expectations.

6. Manage Expectations: Customers have explicit and implicit service expectations. Explicit expectations are formed based on the claims and promises made by the brand at the

time of purchase. The brand has complete control over explicit expectations. Implicit expectations formed based on the customers' perception of brand image, stature, reputation and the price premium they pay for a brand are far more difficult to gauge and manage. Most often organizations measure only the explicit commitments. Failure to identify and measure implicit expectations is a big reason for the gap between its understanding of the quality of service rendered and customers' perception of the service received. Customers' perception of service will improve only when both these expectations met.

7. Recognize the Role Reversal: Brands make an emotional pitch to sell but provide service by the rulebook. Customers though, buy rationally but react emotionally to product and service failures. Recognizing this role reversal will help brands to appreciate the customer's pain better and adopt an appropriate service response. Brands should remember that they are not dealing with failed products but with people's emotions caused by failed products. An emotional approach to service, similar to the sales pitch, might work better than a rational response.

8. Focus on Customers' Convenience, Not Yours: Most service facilities and procedures are not customer friendly. Service centers are few and far between, the locations are remote, phone lines are always busy, the service center timings always conflict with customers' work hours, and the waiting time at the service center is invariably long. Further, asking such aggrieved customers to fill lengthy forms, answer questions (often interrogatory and structured to make the customer feel that he or she is responsible for the problem), wait inordinately, listen to policies and rules is inconsiderate and humiliating. These inconveniences dissuade customers from choosing company service. Removing such irritants, besides improving customer experience, would also encourage more customers to choose company service over third party service. Increase in service revenue due to more customers choosing company service should compensate for the increase in cost, if any, of providing service at customers' convenience.

Conclusion

The study concludes that predetermined organisational goals cannot be achieved without the coordinating efforts of managers. Motivation is one of several ways that managers can adopt to go into an employee's performance. Motivation improves the work performance by bridging the gap between the ability and willingness to work. Motivated employees put in their maximum effort for achieving organizational goals. Better performance results in higher productivity and consequently lower cost of production.

Recommendations

1. To attain the maximum profit, the organization should concentrate more on employees and the ways to retain them for their long run.
2. To reduce absenteeism, organisations should create some opportunities for the growth of their employees within the organization by adopting new Innovative Technologies and Effective training programs.

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