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FACTORS THAT INFLUENCE AND ENHANCE EMPLOYEE MOTIVATION IN AN ORGANISATION

Introduction

Maintaining a motivated workforce is a perennial challenge for employers across industries. This challenge stems from the multifaceted nature of employee needs and motivations, which vary from individual to individual. Moreover, what drives one employee to excel may not necessarily have the same effect on another.[2]

Motivation is the lifeblood of effective performance in an office environment. It empowers employees to fulfill their duties and responsibilities with vigor, inspiring them to exceed expectations, deepen their commitment to their work, and elevate their overall performance.[3]

At its core, motivation is the force that underpins employee behavior. It initiates, guides, and sustains goal-oriented actions, shaping the trajectory of organisational success.

Factors that Influence and Enhance Employee Motivation

1. Efficient and Effective Management

Management plays a pivotal role in cultivating employees' commitment and dedication within an organisation. However, the actions and behaviors of management can either bolster or impede the work environment, consequently influencing employee motivation.

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[2] See, https://businessleadershiptoday.com/what-are-10-factors-that-influence-employee-motivation/ accessed on 21st March 2024.

[3] See, https://recognizeapp.com/cms/articles/factors-that-affect-employee-motivation accessed 21st March 2024.

It is imperative for management to establish a friendly and conducive working environment that will encourage staff productivity and willingness to contribute to the organisation's development.

Outlined below are ways in which management can demonstrate their support for a motivated work environment:

a. **Creating an Atmosphere of Trust:** High trust work environments foster a greater sense of employee motivation, positively impacting performance, well-being, and various motivational factors within the organisation.

b. **Periodically Inquiring About Staff Needs:** By understanding and addressing the intrinsic motivations of employees, employers can empower them with the necessary tools to engage fully and commit to their roles effectively.

c. **Celebrating Staff Successes:** Recognising and celebrating employee accomplishments not only boosts motivation but also reinforces the value and recognition of their contributions to the organisation's development.

d. **Building Friendly Relationships with Staff:** Cultivating meaningful connections with team members enables them to perceive a greater purpose in their work, find significance in their daily tasks, and recognize the impact of their efforts, thereby enhancing motivation.

e. **Facilitating Employee Growth:** Providing clear pathways for employee growth, development, and advancement demonstrates management's commitment to their success, fostering sustained motivation and dedication towards organisational goals.

By prioritizing these strategies, management should effectively nurture a motivated work environment, leading to enhanced employee engagement, performance, and overall organisational success.

2. Organisational Culture

Organisational culture plays a pivotal role in shaping the motives behind employee work and influencing performance. Employees are keenly aware of their firm's culture, as it dictates the "reason" behind their actions and guides their professional goals. The strength and clarity of an organisation's mission statement and values directly influence the extent to which employees align themselves with the company's objectives.

A cohesive and supportive organisational culture fosters high level job satisfaction, positive attitude toward work, and strong commitment among employees. Conversely, a lack of trust or understanding regarding the firm's goals can lead to disengagement and decreased productivity.

The elements comprising organisational culture include the work environment, company mission, values, ethics, expectations, and goals. These elements collectively shape the norms and approved behaviors within the organisation, guiding employees in their daily decision-making processes. A well-defined culture ensures that employees have a conducive, productive, and enjoyable working environment, enabling them to understand the significance of their roles within the firm.

3. Salary and Wages

Salary or wages is a fundamental factor in driving employee performance and motivation within an organisation. Research has consistently shown that employees who feel adequately compensated for their work tend to be more engaged, committed, and productive.[4]

However, it is important to note that salary alone may not be sufficient to maintain high levels of motivation among employees. Other factors, such as job autonomy, job stability, opportunities for advancement, and a supportive work environment, also play significant roles in shaping employee perceptions and behavior.

4. Non-monetary Incentives

In addition to salary or wages, non-monetary incentives can be powerful tools for motivating and rewarding employees. These incentives, which include acknowledgment of exceptional performance, public recognition, and flexible working arrangements, help foster a positive work culture and reinforce desired behaviors.

For instance, acknowledging employees with extraordinary performance not only boosts their morale but also sets a precedent for others to emulate. Likewise, offering flexible working arrangements, such as the opportunity to work from home can enhance employee satisfaction and work-life balance, leading to increased productivity and retention.[5]

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[4] See, https://www.morganmckinley.com/hk/employers/talent-solutions/insight/top-9-factors-impact-employee-motivation accessed on 21st March 2024.

[5] Demilade Odutola (2020), "Contemporary Work Practices in the Nigerian Legal Profession in the Post Covid-19 Era", available at https://spaajibade.com/contemporary-work-practices-in-the-nigerian-legal-profession-in-the-post-covid-19-era-demilade-odutola/ accessed on 8th April 2024.

5. Professional Development Opportunities

Self-actualization is a natural outcome of high performance, as employees inherently strive to achieve their full potential at every opportunity. Investing in learning and development initiatives is a strategic way to empower employees to grow and progress in their careers.

Providing growth and development opportunities do not only support employee advancement but also raises a sense of belonging and value within the organisation. By investing in workshops, training sessions, seminars, and knowledge-sharing activities, employers demonstrate their commitment to employee growth and development.

When employees are equipped with the skills and knowledge needed to excel in their roles, they feel empowered and confident, leading to increased motivation and performance. Conversely, when opportunities for growth are limited, employees may feel stagnant and disengaged, ultimately seeking opportunities elsewhere.

Beyond the potential for increased compensation, employees are motivated by the prospect of advancing their careers and taking on new challenges. Feeling trusted and valued by the organisation enhances employee sense of motivation and commitment.

Effective management plays a critical role in supporting professional development initiatives. Supervisors should communicate the importance of learning and growth, provide resources, support, and actively engage with employees to understand their development needs and aspirations. By aligning professional development opportunities with individual goals and organisational objectives, employers can create a culture of continuous learning and improvement, driving employee motivation and organisational success.

6. Recognition

Recognition, particularly in the form of sincere praise, serves as a powerful motivator in the office. By acknowledging and celebrating employee contributions, achievements, and successes, organisations can foster a culture of appreciation.

When employees feel valued and appreciated for their efforts, they are more likely to experience increased confidence and motivation. Recognition reinforces the connection between individual contributions and the overall growth and success of the organisation, instilling a sense of purpose and responsibility among employees.

To be effective, recognition efforts should be sincere, specific, and consistent. Employees are most motivated when recognition is tied to their specific efforts and achievements, and when it is delivered in a timely manner.

Examples of effective recognition practices include employee of the month and end of the year awards, peer-to-peer recognition programs, and personalized notes of appreciation from management. By implementing these initiatives, organisations can demonstrate their commitment to valuing and celebrating the contributions of their employees.

Furthermore, recognition should be inclusive and fair, ensuring that all employees have equal opportunities to be recognised for their hard work and dedication.

7. Diverse/Inclusive Work Environment

Creating a positive and inclusive work environment is essential for fostering employee motivation and engagement. An inclusive culture, characterised by respect, support, and appreciation for all employees, is key to building high-performing teams and promoting organisational success.

In an inclusive office culture, differences in backgrounds and experiences are embraced, and employees are encouraged to bring their authentic selves to work. This fosters a sense of belonging and encourages collaboration, innovation, and creativity among team members.[6]

Central to fostering a positive work environment is the concept of psychological safety. When employees feel psychologically safe, they are empowered to speak up, share ideas, and express concerns without fear of reprisal. These foster open communication, trust, and collaboration among team members.

8. Cordial Relationship with Colleagues

The quality of relationships and interactions among employees in the office significantly impacts attitudes toward work and overall job satisfaction. As employees spend a considerable amount of their time at work, the level of companionship and rapport with colleagues plays a crucial role in shaping their experiences and motivation.[7]

Negative experiences or strained relationships with colleagues can lead to feelings of isolation and loneliness, making it challenging to find satisfaction at work and

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[6] See, https://www.penguins.co.uk/incentive-travel-blog/5-factors-that-affect-employee-motivation accessed on 21st March 2024.

[7] See, https://www.morganmckinley.com/hk/employers/talent-solutions/insight/top-9-factors-impact-employee-motivation accessed on 21st March, 2024.

ultimately decreasing motivation. However, fostering cordial relationships and a supportive work environment can have the opposite effect, leading to increased engagement, productivity, and job satisfaction.

Building positive relationships with colleagues requires effort and intentionality. Organisations can promote open communication, encourage teamwork, and organize team-building activities to facilitate connections among employees. Emphasizing respect, empathy, and inclusivity in the office culture can also contribute to stronger relationships and a more harmonious work environment.

Effective communication skills are essential for nurturing positive relationships with colleagues. Encouraging active listening, providing constructive feedback, and resolving conflicts diplomatically can help create a culture of trust and collaboration.

Additionally, recognizing the value of diversity and inclusion is crucial for fostering positive relationships among colleagues. Embracing diversity and creating an inclusive environment where all employees feel valued and respected strengthens relationships and promotes a sense of belonging.

9. Cordial Employee-Supervisor Relationship

Addressing employee needs and fostering a positive relationship between employees and their supervisors is essential for creating a supportive and motivating work environment. Each employee has a hierarchy of needs that should be understood and addressed by their line manager.

At the core of an effective employee-supervisor relationship is mutual trust. Establishing trust enables employees to communicate openly and honestly about their needs, thoughts, and feelings, while providing supervisors with clear direction on how to support and motivate their team members.

Clear and open communication is key to maintaining a smooth relationship between employees and supervisors. Encouraging regular dialogues and feedback sessions allows for mutual understanding and alignment of expectations, fostering a collaborative and productive work environment.

Supervisors play a crucial role in supporting and motivating their team members. By understanding employee individual needs and aspirations, supervisors can provide guidance, resources, and encouragement to help employees succeed in their roles and achieve their professional goals.

Furthermore, supervisors can facilitate employee professional development by identifying opportunities for skill-building and career advancement. Providing

constructive feedback, offering mentorship, and creating a culture of continuous learning contribute to employee growth and satisfaction.

10. Performing Meaningful Work

Meaningful work goes beyond the completion of daily tasks; it has a purpose and creates a positive impact. When employees perceive their work as purposeful and impactful, they are more likely to feel committed, motivated, and fulfilled in their roles.

For many individuals, work serves as a means to accomplish goals and make a difference in the world. Having a job that aligns with employee values and contributes to a larger cause enhances motivation and provides a sense of personal fulfillment.

Effective management understands the importance of measuring performance with impact. Instead of focusing solely on quotas or profits, they prioritize outcomes and results that create meaningful change. By helping employees see the connection between their day-to-day activities and the organisation's mission and vision, leaders inspire greater engagement and commitment among their team members.

Management can create a culture of purpose, engagement, and fulfillment in the office, by prioritising meaningful work and emphasising its impact on both individuals and the organisation as a whole. Aligning individual roles and responsibilities with the organisation's mission and vision is essential for fostering a sense of purpose and meaning in the workplace. When employees understand how their contributions impact broader organisational goals, they are more likely to be motivated and dedicated to achieving success.

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