# DO WE NEED TO MOTIVATE ?

**Dinesh Kumar Pandey**

Research Scholar**,** Faculty of Business & Management, Shri Venkateshwara University, Gajraula, Amroha.
E-mail id: **dkpandey@msn.com**

## ABSTRACT

*A conducive working environment is force multiplier for any workforce. This may contribute in deciding steps as building block for work productivity.  Managers at various levels needs to study the human behavior with respect to exploitation of professional skill towards achieving organizational goals. Any imbalanced action of management may be cause of demotivation of the workforce.  Demotivation may cost the productivity growth of the organization. The scope of the study was limited to aviation sector where workforce frequently encounters new scenarios. Any working environment needs to be conducive for functioning of various teams. Degree of motivational requirements varies individual-to-individual and situation to situation. Supervisors / Managers required to be proactive and determined to handle such developments and need to be cautious about any sign of demotivation, which may be counterproductive.*

**Key Words:** *– Motivation; Conducive Working Environment; Demotivation.*

## 1. INTRODUCTION

Progress is the objective of every organization. Most of the companies worry about non-performers. Seldom due attention is paid to 'Performers'. Other than paying extra to performers, nothing significant is done.  Lack of satisfaction and motivation among work force costs billions due to drop in productivity. There are number of toxin factors, which may affect the individual's mind. When the working environmental elements consistently fail to meet the worker's expectations, their desire is suppressed, frustration or helplessness start penetrating their minds. This results in 'Demotivation'. Avoidance or delay in redressal of these toxin factors adversely affects and starts damaging the mindset of the workforce.

Degree of inefficiency increases if not addressed timely. The workforce feel helpless. Then they work just to retain their jobs rather than to perform as envisaged. This is a serious organizational problem. Addressing these problems merits consideration as once workers come out of such a depressing work environment, they restart to perform. The common problem faced by number of employees at various levels is not their own motivation. It is the work environment, which demotivates the workforce. Although, identifying what demotivates all the divergent members of a staff is complicated and confusing, but this exercise has to be executed.

Nevertheless, if a person is working efficiently as well as effectively, then process of motivation becomes irrelevant. Peter Drucker, talking to a group of senior level executives, asked them if there was a lot of "dead wood" in their companies. Many in the audience raised their hands.  He then responded, "Were the people dead wood when you interviewed them and decided to hire them or did they become dead wood later?" One may not be able to perform up to stipulated standards if he / she is demotivated.

However, it is of paramount importance to critically analyze and ensure 'Green Wood' does not become 'Dead Wood'. Same time organisations need to initiate precautionary / remedial measures to ensure greenery of the wood is maintained. The criticality of the motivational process may be well appreciated for its effective applicability.  Hence, limitations of the process need to be known. Objectivity of motivation to be achieved by dedicated and organized approach. Primary objectives of the employee motivation are as follows:

(a)  Creation of conducive environment for people to perform.
(b)  To make workforce to work with a high sense of responsibility.
(c)  For improvement of discipline and confidence among the personnel.
(d)  Enhancement of interoperability among workforce towards accomplishment of organizational goals.

## 2. DE-MOTIVATORS FOR WORK FORCE

The employees with various needs and expectations work in an organization. Personal needs and other factors of workforce may control the perception towards organizational activities**.** Looking after all the needs of complete workforce is practically not feasible. Unaddressed factors of an employee therefore may have ill effect on his efficiency. According to the recent research in 48% of employees worldwide don't like their jobs, more than 80% of workers feel stressed at the office, and only 30% feel "engaged and inspired" by their careers. But what actually causes the demotivation? During course of numerous management practices, various reasons for 'why people hate their jobs' observed are appended below.

## 2.1 Over Tasking

An employee when performs better, there is tendency to assign additional task to them. Occasionally, such practices are accepted. Pushing best talent to work harder and harder retards the efficiency of the individual. Just pushing them to work harder and harder destroys trust in your leadership. The employee will also start detaching from the task. At last, a hard worker will be lost. Hence, regularly over tasking of an employee may demotivate the employee.

## 2.2 Unconducive Working Conditions in the Office

**Physical** working condition in an office may be significant element in workforce functioning. Any productive working environment needs to have essential facilities. Temperature of the workplace necessarily needs to be comfortable. Hot, humid or extreme cold conditions affect the human physiology. This may affect the individual's work efficiency. Lack of basic facilities at workplace may severely affect the morale of the worker.

**Monotony** of the functioning may be also a factor of demotivation among workforce. The recent trend is 'a personally fulfilling job is worth sacrificing in salary'. A LinkedIn research found that over 65 were the excited about their work, showing that 'we all want to be inspired no matter where we are in our careers'. People like prevailing process to be effective, but not to keep them busy. This requires making working environment conducive in terms of prevailing culture.

## 2.3 Over-Supervision

In a system, over-supervision or micromanagement indicates lack of trust over subordinates.   It is a major factor in triggering de-motivation as work or judgments of an employee is always under scanner. Micromanagers may have good intentions – trying to get work done well but their action finally cause apathy at work. Recruiter portal's Shala Marks warns, "People don't quit jobs, they quit managers." Unnecessary rules created by management do not actually benefit the company. When work force start feeling the pinch controlling rather than efficient, employees bristle.

## 2.4  Zero Error Syndrome

Few managers wants to be always best performer, irrespective of their incompetence. They want to achieve 'Zero Error' working culture. Such 'ambitious' managers always palm off their responsibilities in case of any failure.  Blame is a sulfuric acid to trust, as is dishonesty. Approach of 'Sharing more credit or less blame' by managers strain the working environment and severely dent the motivation of the work force. People look for authenticity in their leader - they expect the leader to be open about his / her shortcomings, to have own opinion, to be oneself.

## 2.5 Job Insecurity

When a company cannot get its act together, or employees who work for unstable companies or in jobs deemed expendable will only invest enough to keep getting their paycheck while they look elsewhere. The rest of their energy will be spent sharing rumors with co-workers, updating their resumes and planning their next move. Practically it is challenge to hold best talent intact with organization. The best way is to a sense of loyalty and trust generate by communicating frequently with the team. This will enhance transparency in the environment.

## 2.6 Lack of Mutual Trust between Management and Employees

Under-currents among the team destroys its cohesiveness. Trust is the foundation of everything in man-management. Poor communication is retarder of the work relationship. More managers are transparent to workforce; more they will open up to them. It is a reciprocation cycle and therefore for the better work productivity mutual trust is essential. Uncertainty in the job-design creates confusion and affects the pace of growth.

## 2.7  Performer and Poor Performer Treated at Par

A performer performs without any fuss. An employee likes to be rewarded and recognized for his / her performance. If this isn't happening, or worse, people doing mediocre work are getting the same treatment as strong performers, it's leads to demotivation of performer.

## 2.8  Biases

Worse scenario is when a performer ill-treated for minor slippage, while non-performer is ignored for his inefficiencies. A worker does not want to be condemned, if not commended. This adversely affects the enthusiasm of the work force. At few workplaces, best performers are treated as troublemakers. Best workers are professional challenge or rivals for Supervisors. Demonstrated ingenuity and excellence by workers are considered as a threat. Such typical working environments with professional biases are not healthy for any organization.

**2.9  Organizational Factors**.

Different employees have different beliefs, attitudes, values, backgrounds and thinking. Practically keeping check on all outcome of the attitudinal diversity in their workforce is complex task. Thus, planning and execution of organizational activities are to be handled in appropriate manure. Job design with ill-structured team with unskilled workforce, casual functioning, non-functional under-currents among the worker and supervisors are the factors, which demotivates the workforce.

# 3. ILL-EFFECTS OF DE-MOTIVATORS

Demotivation is a like a battery being discharged and not allowing the 'device' (the organization) to work efficiently. Only competent employees are recruited but any toxin-working factor may obscure the output of the employee. Initial signs of demotivation may be work productivity not up to the expected standards or missing deadlines, or ignoring the assigned objectives. Various studies on the subject has inferred that the poor performance or lack of motivation of the workforce may be due to any one or combination of the factors.

## 3.1 **Common Ill Effects of Demotivation**

Demotivation may be outcome of any action taken by management, which is not friendly to an employee. An individual may not like mere change in working hours or charter of duties. Such minor or insignificant revision of schedule may be cause of demotivation of a worker. Common ill effects of demotivation of employees are:

(a)   Missing productivity targets
(b)   Unpunctuality of the employee.
(c)   Complaining for avoidable irritants.
(d)   Gives excuses for frequent slippages.
(e)   Frequenting involving in scuffles.
(f)   Retaliation or rebellion attitude of the worker.

## 3.2 **Critical Observation**

The not-performance of an employee is to be critically observed as lack of satisfaction and motivation of the work force costs heavily in lost productivity. Ignoring, or accepting such performance may sternly affect the credibility of the management & the enterprise. Remedial measures are to be initiated at the earliest. If all options have been exhausted, then he / she may be shown 'Exit' gate.

## 3.3  **Setting Trends**

Intentional or inadvertent ignorance of non-performance of any employee affects the mindset of other workforce. Over the period, this sets wrong trend. Other workers also start taking liberties at workplace. This is perilous work culture and needs to be curtailed at the earliest.

# 4.  RECOMMENDATIONS

Motivation process is to be structured specific to organizational goals. Although any factor can dent the motivation fibers of the workforce resulting in retardation of efficiency of the workers. Degree of impact may vary individual to individual. Few factors definitely, make impact on everybody's motivation. The working environment needs to be consistently analyzed for sustenance of positivity at the workplace. Hence, cognizance of factors like social, meteorological, geographical and political environment etc. are to be ensured while implementation of the motivational process.

## 4.1  **Study on Motivation Factors**

A study was conducted to observe the major demotivating factors, which severely affect the mindset of workforce. Supervisors of various operational, maintenance and administrative sections were interviewed.  The salient inferences are appended below:

(a) Workforce in dispersed location had different problems then what closed work places had. These were minor and administrative in nature.

(b)  Respondents (82%) opined that the most effective tool to sustain motivation level of workforce is positive handling of the staff without any prejudice and biases.

(c)  Most of them (93%) considered 'Transparency' and 'Unbiased' functioning is the most effective tool to carry the workforce along organizational vision.

(d)  Communication between employee and employer MUST be maintained. All efforts are to be made to sustain it. Communication is interface for smooth sailing of work productivity.

(e)  Snubbing of any employee may be detrimental for the any working environment. Same needs to be avoided in all conditions.

(f)  Individual dossiers are to be updated for continuity of the follow up action. This will add to the list of action-history for HR analysis.

## 4.2  Knitting of Employer and Employee Relationship

The importance of working with like-people is always appreciated in terms of productivity.Professor Christine M. Riordan reports, "Close work friendships boost employee satisfaction by 50% and people with a best friend at work are seven times more likely to engage fully in their work." Be cautious, as hardline execution may be detrimental to the organization reputation. A tight-knit employer-employee team working together is force multiplier. This relationship need not be limited to workplace only. Informal interactions away from work place helps in boosting the close relationship. Friendships make up for many office tribulations. A well-paying, career-enhancing job with a group of back-stabbers results in stress and misery.

## 4.3  Actions for Checking Demotivation

The primary objective of any organization is to ensure that a good performer should not leave due to unconducive working environment. Sustenance of good working environment therefore must be ensured at all the times.  People should take pride in working in the organization. To ensure that the workforce does not get demotivated initiation of certain cautionary or remedial measures merits consideration. The remedial measures may be individual or objective specific, therefore no common tool can be recommended as one tool may or may not be effective in other situation. Managers need to study the relevant factors of the team and address and apply in the systematic way. Managers /mentors needs to be shrewd to select the tool. Inferences of the abovementioned study may be considered. Nevertheless, few measures for checking demotivation in workforce are given below.

(a)  Managers must trust all employees. Workforce will not trust managers if they do not trust them. They should take more than the share of blame, and give others more than their share of credit. This is a popular and effective approach. Practically there should be no blame-game at all, as blame is a sulfuric acid to trust. Trust cannot exist in a de-humanized environment. Therefore, employees should not to be treated as 'resources'.

(b)  Earning affinity by having good and effective communication with workforce is of paramount importance. People should have nothing to fear for telling the truth and doing the right things. Such working environment is force multiplier for growth of an organization as cohesiveness of the workforce enable them to counter any eventuality.

(c)  Resorting to coaching / mentoring of the employee, for their minor slippages or ignorance is observed as inherent effective motivator.

(d)  Managers MUST be fair and consistent in approach. Provide everyone an opportunity to shine. They need to create a system where performers achieve and non-performers are managed up or out.

(e)  Managers need to encourage a retaliation free atmosphere of productive conflict by empowering employees to open up for correct feedback and criticism. Also, ensure that team goals are achieved within cultural and ethical guidelines.

(f)  Leaders / Mentors to respect and trust of supervisors, peers, and subordinates. They need to have bias for action and is a catalyst for change. Demonstrates creative problem solving for strong bonding. Actively leads and manages teams that create loyalty and a sense of community.

(g)  Issues that are contagious in nature, like- pay & rewards, additional gifts or incentives are be discussed with top management. Such sessions may be fruitful as they may suggest another solution. Even if they have recommended nothing, at least it is will fore warned them.

(h)  Sensitivity of emotional and prevocational factors of human behavior is to be respected. Refraining from professional humiliation by managers / supervisors merits for conducive working environment.

(i)  In cases where acts of a worker borders indiscipline, it is best practice to follow a progressive discipline process. This generally includes a series of warnings and increasingly severe penalties for repeated offences. On exhaustion of all corrective or reformative measures, conduct of performance-based terminations is the right way. Unpopular decision may be considered as it checks the demotivation of performers.

## 5. CONCLUSION

A motivated workforce means a highly productive staff, and all of which will help to achieve business goals. This should be the objective in any organizational plan. All sincere efforts are to be made to ensure workforce should not get demotivated. for stipulated output from him. The most tried out and effective tool is 'Trust someone until they give a reason not to trust them'. Working environment needs to be conducive for physical as well as mental activities in the organization. If application of all feasible motivational tool is fruitless, the worker needs to be dealt firmly. In all conditions message to workforce is all goodies will follow provided organizational goals are achieved.

## 6. BIBLIOGRAPHY

Accel Team (2005). Employee Motivation, the Organization Environment and Productivity Retrieved December 16, 2005, from http://www.accel-team.com/motivation.

Hseih, T. (2010). Delivering Happiness: A Path to Profits, Passion and Purpose. New York: Business Plus

Jon Robison (2015); Stop Trying to Motivate Your Employees – and What To Try Instead

Lehman, L.E. (1989). Practical motivational strategies for teacher performance and growth. NASSP, 73(520), 76-80.

Martin, A. (2005). The role of positive psychology in enhancing satisfaction, motivation, and productivity in the workplace. Journal of Organizational Behavior Management, 24(1/2), 113-133.

Miskel, C. & Ogawa, R. (1988). Work motivation, job satisfaction, and climate. In N.J. Boyan (Ed.), Handbook of research on educational administration: A project of the American educational research association. (pp.279-286).

Frost, R.B. (1988). Administration of physical education and athletics: Concepts and practices. (3rd ed.), Dubuque, IA: W. C. Brown Publishers.

Dawn Motsiff (2016); https://www.insperity.com/blog, Steps You Need to Take before Terminating an Employee for Poor Performance.

Deci, E. L. & Flaste, R. (1996). Why we do what we do: Understanding self-motivation. New York: Penguin Books.

Guthrie, J., & Reed, R. (1991). Educational administration and policy: effective leadership for American education. (2nd ed.). New Jersey: Prentice Hall.

Karen M. Skemp-Arlt, and Rachelle Toupence, Exercise and Sport Science Department, U. of Wisconsin-La Crosse (WI)

Kristi Hedges (JAN 20, 2014) http://www.forbes.com/sites/work-in-progress/2014/01/20/8-common-causes-of-workplace-demotivation/#72ababee675a

Kristi Hedges. (2016) kristihedges.com. Have you been demotivated at work? Why? Power of Presence: Unlock Your Potential to Influence and Engage Others**.**

Lussier, R., & Achua, C. (2001). Leadership: theory, application, skill building. Cincinnati, OH: South-Western College Publishing.

Martin, A. (2005). The role of positive psychology in enhancing satisfaction, motivation, and productivity in the workplace. Journal of Organizational Behavior Management, 24(1/2), 113-133

Maslow, A.H. (1943). A theory of human motivation. *Psychological Review*50 (4) 370–96.

Miskel, C. & Ogawa, R. (1988). Work motivation, job satisfaction, and climate. In N.J. Boyan (Ed.), Handbook of research on educational administration: A project of the American educational research association. (pp.279-286).

Mittelman, W. (1991). "Maslow's study of self-actualization: A reinterpretation". *Journal of Humanistic Psychology* 31 (1): 114–135

Motivational Challenges, http://www.managementstudyguide.com/motivational-challenges.htm

Objectives of Employee Motivation (2016); http://www.projects4mba.com/objectives-of-employee-motivation/92.

Panepento, P. (2004). Employee wellness programs pay off in productivity and morale, Chronicle of Philanthropy, 16(18), 38-39. Prince, J. A. (1990). Motivate your teachers- postpone the crisis! American Secondary Education, 18(4), 10-15.

Rudman, W.J. and Steinhardt, M. (1988). Fitness in the workplace: The effects of a corporate health and fitness program on work culture, Health Values: Achieving High Level Wellness, 12(2), 4-17.

 Sirota, D., Mischkind, L. A., & Meltzer M. I. (2005). Assumptions that kill morale. Leader to Leader, (38), 24-27.

Snyder, C.J. (1990). The effects of leader behavior and organizational climate on intercollegiate coaches' job satisfaction. Journal of Sport Management, 4, 59-70.

Snipes. (2005) Best Practices Top-Performing Companies Use in High-Potential Programs

Stop Motivating Your Employees! (2009); http://www.forbes.com/2009/05/18/ motivation -demotivation-employees-leadership-managing -stop.html

Villarica, H. (2011, Aug 17). Maslow 2.0: A new and improved recipe for happiness. *The Atlantic*

Young, B.B. (1991, January). Motivating your employees. Athletic Business, 15(1), 35-38.