

Motivational Management Challenges for Managers of Tomorrow

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Abstract- Motivation is a crucial subject to deal with at the workplace. It is a constant process at an organization which improves the overall organizational climate. The managers are finding new ways and methods to motivate the employees which have become quite challenging. This paper focuses on the issues of the employees at the workplace, how they are affected and what are their needs which are to be considered by the managers. The main purpose of the paper is to identify the problems which occur at the workplace and how the managers can overcome such problems. The paper is divided into seven sections – the first two sections comprise introduction of the topic and the methodology. The third section deals with the already existing theories and how they are relevant even now. The fourth section deals with the major challenges before the managers of today. The fifth section deals with skills of the manager. The sixth section emphasizes on globalization and the final section concludes the paper.

Keywords- Motivation, efficiency, complexities, recognition, communication.

1. INTRODUCTION

Human resources are a valuable asset of any organization. To make them work efficiently constant motivation is required which is done by the managers who have specialization in motivating people. One may ask why the need of such people occurs in an organization. The fast growing world is giving enough competitions that it is becoming difficult to pace with the numerous competitors. It is well known fact that if capable people leave organization, the organization not only suffers financial loss but also the loss of knowledge and experience the individuals may have which is considered as most valued employee assets. Therefore to avoid or lessen such situation motivation is regularly required so that retaining of employees can be maintained. Motivation not only helps the employees to attain their personal goals but also the goals of the organization. Motivation increases the working efficiency of the employees which directly elevates the organization as motivated employees are always ready to face the challenges and readily take up difficult tasks and projects. Researcher Having long association with Human Resource Department, I keep on interacting with people which assist me in developing clear understanding and focus on motivation. As HR manager, I often feel that dealing with human being is the most complex and challenging job. At times one has to deal with various sensitive issues and taking decisions becomes tough. Dealing with complexities of human nature, sometimes a manager too feels de-motivated and has to motivate himself/herself. As many of the employees' future depend on your decision, I often seek advice of my seniors, mentors, guides who have rich experience of dealing with people. My habit of reading books of best sellers and biographies of the successful people are the constant source of information for me which has helped me in my research. Going through the latest researches on Internet helps me to justify the topic I have chosen.

2. Relevance of past theories and applications

The managers have to use various methodologies to enhance the spirit of employees so that “getting-going” factor becomes “ever-going” factor but things will ever go when there is a satisfactory factor among the employees. Here Maslow's theory is suitable to put in and acted upon. Maslow called this theory the hierarchy of needs(fig.1) divided into five stages of Physiological, Security, Social needs, Esteem needs and Self-actualizing needs.

He believed that people are motivated so that they fulfill their own needs first and then go for organizational needs. Every person starts from bottom of the pyramid, the first stage to fifth stage. All these factors are necessary for a person to move forward and attain the goals he had set for himself. When the first three goals are satisfied, the person moves up and experience the necessity in respect of people around him, self-esteem, confidence, recognition, achievement etc. The last need is of self-actualization which is complex since the needs are deeper and connected to one's inner analysis and convictions. Maslow's theory is a powerful tool in the hands of managers by which they can identify the stage of the employees and which factors to be focused on. On the other hand Douglas McGregor who places his theory of 'X' and theory of 'Y'(fig.2). According to theory 'X', employees avoid doing the work which they find uninteresting or extra work imposed on them. Such employees are to be guided properly and motivated to do the tasks in hand. They have to work in a framework provided to them and they need to follow the rules set by the managers



Fig. 1 Maslow's hierarchy of needs (1943)

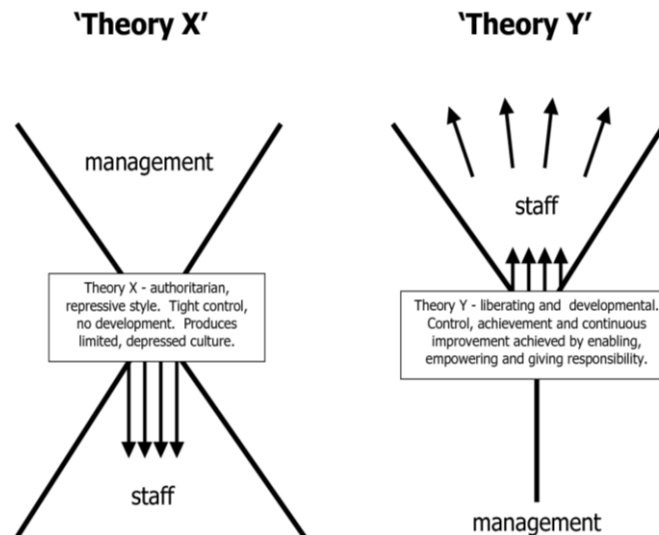


Fig.2. X and Y Theory

Theory 'Y' on the other hand leaves a place for self analysis and creativity at the workplace. It claims that employees can motivate themselves and seek pleasure to do the tasks in a pleasant and satisfying environment.

Fredrick Herzberg in his Motivation-Hygiene theory emphasizes on factors which cause satisfaction and dissatisfaction to the employees. Employees are satisfied when they are recognized, have their own space and liberty to work on the goals set by them or by the organization. The dissatisfaction occurs when their salary is low or they are burdened and are not encouraged from time to time.

Hawthorne's study was made in order to find out if physical factors do affect employees' behavior at a workplace. The research showed that the efficiency of the workers increases when he/she starts getting attention from their managers. The constant motivation and having presence of the managers around them caused workers to work harder willingly. It was also noticed that the performance of the workers was influenced with effective communication between the manager and the team. The employees work efficiently and enjoy their work if they get a pleasant environment, security and safety.

3. THE MAJOR CHALLENGES BEFORE THE MANAGERS

Employees are the energy reservoir of any organization. Although ability plays an important role in determining employee's work performance, motivation too plays equally important role.

"When David Novak was selected to lead the new named Yum! brand of PepsiCo. in 1997, he found it quite exciting. His vision was to create a customer focused company the right way- consistently treating those who serve customers as if they are the most important people in the company. He viewed that if the company people are treated as winners and they see themselves as winners, customer satisfaction and profitability come naturally. The

understanding of people truly matched with Yum! – You Understand Me.”- M. Berry and J. Slocum in ‘Slice of reality’.

- The managers have to clearly identify the necessary factors to be used for the employees like goals, strategies, rewards, attitude.
- Level of motivation varies from one employee to another, therefore constant analysis is to be done by studying the behavior of the employees.
- Selecting right candidate for right job is important if the goals are to be achieved perfectly. The manager has to do rigorous exercise to find the right person for the job.
- Effective communication is another important role a manager has to play. Any flaw in the communication or delay in communicating can hamper the work schedule and lead to failure.
- Performance appraisal has become increasingly important tool in the hands of manager to improve the performance of the employees as well as in making timely and accurate staffing decisions.
- Potential appraisal shows an employee’s current performance in his existing role. The objective is to identify the potential of a given employee to occupy higher positions in the organizational hierarchy and undertake higher responsibilities.
- Compensations and rewards are positive reinforcements which should be clearly related to the performance and behavior of employees. Every effort is to be made by the managers to encourage employees to acquire new skills and capabilities so that they become eligible to obtain rewards.
- Treating every employee with respect irrespective of position not only builds strong relations but also enhances their dignity. Praise should be done openly and criticism privately.
- The managers have yet to face another challenge to tackle underperformers. The manager has to regularly counsel them and help them cope with their personal issues.
- Some of the employees outshine others in performance due to extra energy, efficiency, zeal and enthusiasm. Such employees should be given recognition for their talents and efforts,
- The efficiency of the manager is also seen in keeping one plan extra apart from existing plan. Things can go wrong and disrupt your plans. When the crisis hits, the manager should be capable enough to deal with the situations calmly, thoughtfully without being stressed.

4. COMPETENCY REQUIREMENTS OF A MANAGER

Administration

Effective administration is the backbone of an organization and dealing with human resource is in itself very challenging and grueling job. If a manager has a clear vision and understands his employees well, is sensitive about their problems and certain lacunas, has an ability to deal with any kind of crisis effectively and strategically then nothing can hamper the smooth working of an organization. Maslow’s hierarchy theory fits in well here. The manager should give clear guidelines and explain every detail for which the employee is responsible for.

Financial:

If a manager wants to motivate his employees, he has to consider that the employees are satisfied financially. If the employees are used to get bonuses every year and if one year they do not get it, they feel discouraged and it may hamper the productivity. The managers have to ensure that the employees get paid on time and receive other monetary rewards and benefits they are entitled to.

Commitment:

Commitment is the key to success for workers as well as for an organization. They commit their work groups to course of action and provide them funds so that plans can be implemented. He is the one who bridges the gap between the management and employees. He has to set the deadlines for all the project under his charge and help and guide the workers to meet the deadlines maintaining the quality and standards set by the organization.

Leadership:

A manager has to successfully engage in the management functions of planning, organization, staffing, leading and controlling. As a leader he not only motivates but also directs the members and monitors their performance, identifies deviations between planned and actual results and taking corrective measures whenever necessary. He develops the perfect coordination among the various departments of the organization and its working directly or indirectly.

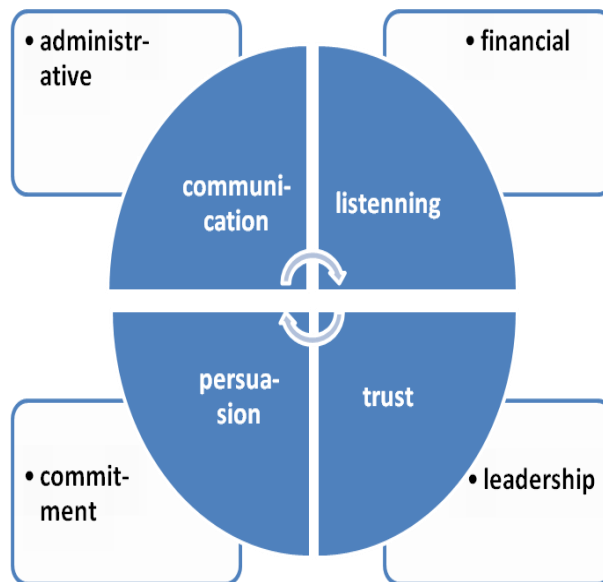


Fig.3 Skills required for a Manager

Effective Communication:

The process of communication at a workplace is a key element to achieve success. A manager needs to be competent enough to handle all kinds of situations. He should have various skills by which he can become a role model for others. He is in communication with lots of people around him – workers, employees, customers etc. therefore his communication should be effective, clear and should have some substance in it.

Effective Listening:

If one is a good speaker one has to be equally good listener too. Many a times we end up giving so many instructions to others and do not listen to their problems or obstacles they are facing. For every manager listening too is important as it helps to analyze the employees' attitude, behavior, skill, knowledge, enthusiasm, hurdles for the project in hand which he might have ignored or simply missed.

Persuasion:

The 'get-going' factor is essential to get the things move smoothly. The manager not only has to persuade himself but everyone in getting the task be completed in given time for which he has to supervise the entire project in hand and find the missing link which has created imbalance and fix it timely. There could be breakdown of machine, man, material or money or any other reason which is to be considered promptly.

Trust and respect:

Motivation at the workplace will be nonexistent if there is no trust and respect which does not happen all of sudden but it comes by the passage of time. Give the employees certain responsibilities and liberty to take their own decisions action to fulfill them. In order to earn respect one has to give respect to others irrespective of their position.

5. GLOBALIZATION

Various organizations are moving to multiple countries for business and this has increased the competition, diversity, heterogeneity of population in terms of race and gender. This presents new challenges for the managers. To meet such challenges one requires a strong organizational structure and culture to manage the people coming from different backgrounds, culture & nation speaking different languages. Some of the countries are already diversified with blend of multi culture, religion and languages and globalization adds to diversification which increases competencies. The organization should plan employees training programs focusing values, tolerance and respect for each other's culture and religion. A manager has to develop conceptual and strategic thinking capabilities in order to manage risk and cope with the leaders and uncertainties associated with globalization.

6. CONCLUSION

Edward de Bono believes that one very important aspect of motivation is the willingness to stop and to look at things that no one has bothered to look at. This simple process of focusing on things that are taken for granted is a powerful source of creativity. If a manager takes up the challenge to motivate the employees every day, enthuse them to achieve their personal as well as organizational goals, a lot can be achieved. This will help the productivity and improvement of the employees. A professionally trained, skilled and motivated manager can create a pleasing and desirable environment to work in and can lead the employees to the levels beyond expectations which would prove an asset not only to the organization but to society and nation too.

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