

Organisational Culture and Motivation as Instigators for Employee Engagement

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Abstract

Background Objectives: The main objective of this article is to conceptualize the instigating force of Organization Culture and Employee Motivation on Employee Engagement which ultimately turns out to be a key competitive advantage to the firm beating the competition in attracting top talent. **Methods/Statistical Analysis:** Review of literature is extensively employed in this article because it is merely based on facts and theories on the concept Employee Engagement. Many Employee Engagement and Culture reports by Aon Hewitt, DUP were reviewed to find the impact of Organizational culture and Employee Motivation on Employee Engagement. **Findings:** Successfully managing the employee encounter is one of the toughest challenges businesses face today. The top-performing companies know that an Employee Engagement strategy that is linked to bottom-line outcomes will help them win in the marketplace. Business and corporate houses should rewind their strategies towards shaping the organization culture as well as Employee Motivation by using 2015 as the time of change. By focusing on leveraging the right Organization culture, Employing Intrinsic as well as Extrinsic rewards, companies can improve retention and financial performance thereby paving way to lead a healthier competitive advantage. **Applications/Improvements:** This conceptual article on the impact of Organization Culture and Employee Motivation can be applied as an Employee Opinion Survey on their engagement levels. Through the survey organisations can get to know the level of Engagement/Dis-Engagement of the employees and take necessary steps to increase engagement levels among Employees. It also measures employee sentiment on things such as passion and pride – how passionate employees are about their work, how proud they are to tell people where they work, do they believe in the mission of the organization and do they feel their work is valued and their talents are well utilized.

Keywords: Conceptualizing, Employee Engagement, Employee Motivation, Instigating Force, Organization Culture

1. Introduction

In¹ engagement is the aggregate feeling one has towards his job. It is a step far beyond commitment, an emotional bondage one has towards his job. An engaged employee – speaks positively about the organization to co-workers, potential employees and customers, have an intense sense of belonging and desire to be a part of the organization and are motivated and exert effort toward success in one's job and for the company². Work engagement is most often defined as "... a positive, fulfilling, work related state of mind that is characterized by vigor, dedication

and absorption³". When employees are engaged they give their full potential for the organization which in turn acts as impeller in driving financial performance. Motivational dynamics have changed dramatically to reflect new work requirements and changed worker expectations with its dual factors Intrinsic and Extrinsic Motivation. Intrinsic Motivation is the behaviour which is exerted when performing an activity for an inner desire rather than external desire of getting a reward or any benefits and Extrinsic Motivation is the behaviour which is exerted when performing an activity to earn a reward. Employee Engagement is an individual employee

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cognitive, emotional and behavioural state directed toward desired organizational outcomes⁴. Both Intrinsic and Extrinsic Motivational factors play a crucial role in motivating employees which in turn can act as a best tool for Employee Engagement.

According to global talents management rewards study 2014 it is reported that employers are finding it hard to keep and retain key talent including top performers and highly potential employees. To attain this business objective of retaining key talent the organization should ensure that they are highly engaged. Engagement is the highly energized feeling one has towards his job. Employee Engagement is the commitment and emotional attachment of an employee or group towards his organization. In⁵ Aon Hewitt's Engagement process goes beyond employee happiness or satisfaction by focusing on behaviours that produce results. Work engagement is most often defined as "... a positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption". In⁶ the Deloitte University Press – Global Human Capital Trends 2015 reports that in an era of heightened corporate transparency, greater workforce mobility and severe skills shortages, culture, engagement and retention have emerged as top issues for business leaders. DUP also reports that culture and engagement is the most important business issues not merely a HR problem that companies face around the world. Those organizations that wants to excel in the long-run should create a culture of challenging work, deep employee engagement, high performing best practices, good leadership, recognition, QWL, Good Interpersonal relationship with Superiors/Subordinates, Camaraderie, Flexibility in management. This article discusses the leveraging force of Employee Motivation and Organization Culture that drives Employee Engagement which ultimately turns out to be a key competitive advantage to the firm beating the competition in attracting top talent.

2. Methods and Implications

2.1 Organizational Culture as an Instigator

The "Culture" had been defined to be a set of beliefs, values and norms learnt and shared by a group of people via their common experiences⁶. An organization's culture is an intangible concept and thus it's often misunderstood as "a feeling in the office" or the purview of HR. In fact, a company's culture plays a notable role in

employee recruitment, satisfaction and retention. And as young talents take an increasingly influential role in the workplace, their preferences and attitudes begin subtly to shape the culture. Since young talents are setting the tone for Employee Engagement and the evolving employment contract, top Employee Engagement drivers centre on employee friendly corporate culture which provides innovational motivation practices, good career opportunities, managing performance, pay and reputation and communication. The Deloitte University Press – Global Human Capital Trends 2015 reports that in an era of heightened corporate transparency, greater workforce mobility and severe skills shortages, culture, engagement and retention have emerged as top issues for business leaders. DUP also reports that Culture and Engagement is the most important business issues not merely a HR Problem that companies face around the world. 87 percent of organizations quote Culture and Engagement as their top HR Challenge and 50 percent of organizations call the problem as "very important". Those organizations that wants to excel in the long-run should create a culture of challenging work, deep employee engagement, high performing best practices, good leadership, recognition, QWL, Good Interpersonal relationship with Superiors/Subordinates, Camaraderie, Flexibility in management. Hewitt research report 2009 also demonstrates that Culture and Engagement has a close relationship with a company's financial performance.

In the ever-growing social media landscape, all private issues in the workplace is publicly exposed which has become a threat to the organizational culture. Hence culture shapes Employee Engagement, Organizational culture is a great competitive advantage for the firm. Research shows that in most companies engagement is low. According to Gallup's Global research only 13 percent of the global workforce is highly engaged and only 12 percent believe that their organizations are good at driving the desired culture. Now this is a threat to the HR as to find out the reasons for disengagement and whether there is something that can be done to shape the culture of the organization which employee's desire. Why it has become so acute?

2.1.1 Paradigm Shift from the Employer to Employee

As the opportunities have heated up with new trends in technologies and new jobs in market, the power has also shifted from employer to employee. The social media's

like LinkedIn, Facebook and others have increased their transparency about workplace and have prompted the employees to look for new job opportunities and gain insight about company cultures.

2.1.2 Lack of Knowledge on the Manager's Side

Every leader or the manager should first learn about the organization culture no wonder how will they teach their employees. It is really pathetic to know that most of the leader's cannot define their own culture.

2.1.3 Engaging Employees has become Complex Today

The way of working today is not that of how the work was to be in yesterday years. Today, employees work with virtual teams connected by mobile technologies, cross functional teams with hi-fi technologies. Mobility, flexibility, empowerment and development all now play a very important role in defining a organization culture.

2.1.4 Changing Motivational Style

Motivational dynamics have changed dramatically to reflect new work requirements and changed worker expectations with its dual factors Intrinsic and Extrinsic Motivation. Now all eyes have been on Google's Culture. It is a dream comes true to work in a highly rated "best places to work". Times have been changed when employees look for extrinsic factors alone; now the trend has shifted to intrinsic factors like recognition, opportunity for growth, career growth, communication, leadership, sense of meaningfulness in work etc. HR should also understand the need and impact of performance management, quality of work life and flexibility on engagement.

2.1.5 Make Engagement a Corporate Priority

Organizations should make engagement a top priority, modernizing the process of measuring and evaluating engagement throughout the company and should strive for maximum employee retention.

2.1.6 Real-Time Measurement

Organizations should put real time programs to evaluate and assess organizational culture, using innovative models or like a strategic planning tool to assess the organizational culture to know in which area it is strong and where it is weak to take corrective actions.

2.1.7 Challenging and Meaningful Work

Organizations should focus on leadership, coaching and performance management to help employees make their work meaningful. Reinforce the importance of coaching and feedback culture and it should teach leaders how they must be transparent.

2.1.8 Listen to the Millennials

We all know that the current IT force is occupied by 70 percent of the Millennial generations. Engaging Generation Y or the Millennials is really going to be a tough task for managers. Their desires, needs and values will shape the organization culture over the next 10 years.

2.2 Employee Motivation as an Instigator

Employee Motivation is more important to the organization because of the relationship with Employee Engagement. Motivation can be defined as the human behaviour which is thrilled, aimed and is continuous⁷ argues that motivation is a force inside the human beings which pushes them to behave in variety of ways. Motivation in employees serves as a competitive advantage in many of the successful organizations.

When organisation wants to improve Employee Engagement it should necessarily motivate their staffs because motivated staffs exert discretionary effort, work is done faster with greater levels of commitment, collaboration which has got a positive effect on the organization's productivity. The relationship between Employee Motivation and Employee Engagement is a two way street, if you want to improve one you should improve the other. Employee Motivation depends on many Intrinsic and Extrinsic factors like, interesting work, job appreciation, satisfaction, stress, job security, promotion and growth, rewards, work environment, punishment and recognition. One of the biggest changes has been the rise in importance of psychic or intrinsic rewards and the decline of material or extrinsic rewards. The reason companies with high levels of Employee Engagement enjoy superior financial performance is they treat their employees in ways which bring out their best at work.

Their engaged employees, in turn, respond by creating a competitive edge for their company that can't be easily copied - they're constantly making innovative improvements to products, services and customer experiences while providing superior levels of customer service which results in loyal customers.

2.2.1 Intrinsic Motivation

Intrinsic Motivation arises from the intrinsic value of the work for the individual (for example, its interest value), whereas, Extrinsic Motivation arises from the desire to obtain some outcomes (for example, as rewards) that are apart from the work itself⁸. Intrinsic Motivation refer to perform a behaviour for one own sake for pleasure and satisfaction, whereas, Extrinsic Motivation refers to perform a behaviour for instrumental values such as monetary rewards that are apart from the behavior⁹.

In¹⁰ some of the Intrinsic factors that affect Employee Engagement are Interesting work, Achievement, Recognition, Promotion, Opportunities for growth.

2.2.2 Extrinsic Motivation

Extrinsic Motivation comes from outside of the individual. Common Extrinsic Motivations are rewards like money and grades, coercion and threat of punishment. Extrinsic Motivation is when a person is motivated to do something based on external factors, such as the expectation of rewards or fear of punishment.

Some of the Extrinsic factors that affect Employee Engagement are Pay Benefits, Work Conditions, Company Policy and Administration, Job Security, Interpersonal relationships between Superiors and Peers.

3. Findings and Conclusion

“Engagement is an outcome of healthy culture and motivated employees”.

Successfully managing the employee encounter is one of the toughest challenges businesses face today¹¹. The top-performing companies know that an Employee Engagement strategy that is linked to bottom-line outcomes will help them win in the marketplace. Business and corporate houses should rewind their strategies towards shaping the organization culture as well as Employee Motivation by using 2015 as the time of change. Business and HR should understand that engaged companies attract the best talent, has lowest attrition rates, high productivity, employee satisfaction, customer satisfaction

and carries more sustainability. By focusing on leveraging the right Organization culture¹², Employing Intrinsic as well as extrinsic rewards, companies can improve retention and financial performance thereby paving way to lead a healthier competitive advantage.

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