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Survey in Evaluation Outcome of Motivation in Organizations

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ABSTRACT

In the recent past there has been increased concern regarding the role of employees' motivation in organizational performance. The business sector has for the last three to four decades received tremendous changes based on the increased competition. This has widely been influenced by the aspects of globalization. With the increasing interaction among the global communities, business new business opportunities have been opened for existing business. This has in turn led to significant competition among the business. Based on the case, business organizations have been forced to ensure the adoption of the best business practices that ensure efficiency and effectiveness. This has been most evident in the human resources strategies that are currently adopted by businesses. Corporate organizations ensure adoption of the most efficient human resources management strategies that will help in ensuring satisfaction and motivation of the employees. This has not only been induced by the business to ensure efficiency but also due to external pressure for ensuring adherence to human rights

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INTRODUCTION

The last two decades has witnessed rampant attention on the issue of employee motivation in the corporate sector. With reference to the increasing competition, every business organization has turned out into investing enormously in employee motivation. Various scholars and theorists have argued that there is great worth in ensuring full employee motivation. This is basically in the aspects of efficiency, output as well as customer satisfaction. Research has shown that there is a direct correlation between the level of employee motivation and their efficiency and output [19]. In addition, special attribute has been paid on the role of employee motivation in enhancing customer satisfaction. Employees who are highly motivated have been identified to undertake their duties diligently and more so when dealing with the customers. By so doing, the level of customer satisfaction is enhanced thus leading to better positioning of the organization. In this paper, the impact of motivation on the performance of employees to ensure customer satisfaction will be profoundly reviewed.

Thesis statement:

Employee motivation is of great significance in enhancing an organizational performance. The level of employee efficiency and output will be significantly increased thus leading to higher profitability of the organization. More precisely, employee motivation is a vital factor in enhancing customer satisfaction since the employees are more overwhelmed and efficient in executing their duties. With this in mind, Etihad Airway will gain tremendous benefits from increased customer satisfaction through enhancing motivation on the performance of employees.

Purpose of study:

The main purpose of this research study is to establish viable and concrete information regarding the impact of employee motivation on customer satisfaction. The research will be able to identify the real benefits of employee motivation in enhancing customer satisfaction and ultimately the overall performance of the business. The assumptions and theories explaining the concept of employee motivation will also be reviewed.

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Significantly, the research is also focused on identifying strategies of enhancing employee motivation so as to ensure attainment of the identified benefits. The research will be able to draw a correlation between the issue of employee motivation and the organizational performance. In order to achieve this, qualitative approach will be utilized so as to ensure success of the research study [16].

Research objectives:

Following the above highlighted aims of the study, here are the objectives.

1. discussing and analyzing the concept of motivation
2. evaluation and identification of the benefits of employee motivation
3. discussion on the strategies of ensuring high levels of employee motivation

Hypothesis:

Employee motivation is a vital element that helps in enhancing employee efficiency and more so in boosting customer satisfaction. Employee motivation is potential of determining the success or failure of the business in that it influences the performance and behavior of the employees, who in this case are the most valuable asset of a business organization. Airways will reap tremendous benefits from employee motivation in that the issue of customer satisfaction will be adequately addressed.

Significance of the study:

The information and ideas gathered from the research study will of great importance to Airways . The organization will be able to come into full realization on the concept of employee motivation. The significance of employee motivation in enhancing customer satisfaction will be made explicit. In addition, the strategies of establishing high levels of employee motivation will also be highlighted. With this in mind, Airways will be in a position to ensure it adopts the stipulated strategies in ensuring high levels of employee motivation. By so doing, the organization will be able to achieve its objectives of maintaining high levels of employee motivation and thereby be able to enjoy overwhelming performance. The gap in employee efficiency and output will also be bridged, thus facilitating high levels of organizational performance. Based on these insights, the research study stands to be very significant in ensuring a high level of profitability to Airways.

Limitations of the study:

There are foreseeable limitations and challenges that may affect the success of the research study. To begin with, the diversity of the research topic makes it difficult to adequately gather information for addressing the research question. This is in consideration to the inadequacy of resources and more so time for undertaking the research. The man power for undertaking the research study is in sufficient due to financial constraints. This may adversely affect the outcome of the study since thorough research will be inhibited. Lack of adequate experts in undertaking the research study may lead to challenges in the collection, recording and analysis of data. This may in turn affect the outcome of the research study thus fail to meet its primary objectives [26].

Literature review:

The topic of human motivation and its significance in organizational performance has drawn a lot of attention among different scholars. This is with reference to the significance of the concept in the business world and more so in the contemporary society [23]. Various scholars, theorists and researchers have done remarkable contributions in the topic, whereby they have been able to identify the impacts of motivation in employee performance. The issue of customer satisfaction has also been adequately addressed by researchers who have engaged in the study on employee motivation. As postulated by Terpstra [36], the diversified research conducted by different scholars and researchers have shown a strong correlation between employee motivation and customer satisfaction.

As indicated by Skinner [33], the concept of employee motivation has been clearly understood but rarely practiced. Skinner [33] continues to urge that in order to understand motivation, there lays great need in understanding human beings. In this regard, human behavior has been strongly correlated with the level of human motivation; meaning the higher the level of motivation, the better the behavior. With this in mind, it has been made clear that, proper employee motivation leads to good organizational behavior, increased employee efficiency and output. This is in turn reflected in high levels of customer satisfaction since the expectations of the customers are easily met. Hamidi et al [12] argues that, the issue of motivation in the workplace is a product of good leadership and management. This makes it inevitable for organizations that are looking for ward to high levels of motivation to adopt effective leadership and management. It has been very evident that, organizations that practice good leadership and management enjoy overwhelming numbers of customers [20]. This is associated with the high levels of satisfaction offered by the motivated employees. By so doing, the organization is able to enjoy higher levels of profits as well as sustainable market.

As indicated by Loo [27], motivation is the reason who people engage in a particular behavior or the manner they act. This is influenced by satisfaction of their basic wants, hobbies, ideal state or overall state of appreciation. In the business world, this phenomenon has been very profound in influencing the manner in which employees behave. The Maslow's hierarchy of needs theory has adequately explained the nature of human behavior. In this case, human beings are highly motivated by factors that enhance satisfaction of their needs. The factor of money has been the most outstanding of all as a factor leading to human motivation. However, it has been realized the factor of money as a motivator is only effective in lower levels of hierarchy. In this case, respect, praise, empowerment, recognition as well as a sense of belonging are key motivators. This is in reference to Herzberg's two-factor model of motivation. McGregor's theory X and Y has also been a vital theory explaining the issue of employee motivation, whereby the concept of good leadership has been highlighted.

Based on the research conducted by Harpaz [14] level of employee motivation has been shown to have a significant impact on the way employee perform their duties. Hatch and Cunliffe [15] stated that motivated employees are always in the endeavors of looking for better ways of doing their job. This phenomenon leads to innovation and invention in the organization. With this in mind, the issue of efficiency and quality is adequately addressed thus leading to higher levels of organizational performance [13]. In addition, efficient and quality services provided by motivated employees have also been a vital factor leading to customer satisfaction. This is based on the fact that expectations and needs of employees are adequately addressed.

It has also been realized that motivation enhances quality in the provision of services. As indicated by the research of Herzberg et al [17], in the topic of employee motivation, it has been realized that highly motivated employees are quality oriented. The research has shown that better ways of ensuring quality of services have been devised by employees who are motivated. This leads to high levels of customer satisfaction, since they are able to get full worth of their money. With this in mind, the business organization stands to benefit from acquiring and maintaining new employees, thus enhancing its profitability.

Kovach [21] depicted that motivation leads to higher levels of employee productivity and the higher profitability of the organization. It has been realized that highly motivated employees are more productive. This is in relation to the higher levels of commitment demonstrated by employees in their job [14]. The levels of accuracy have also been enhanced through motivation, whereby instances of reckless and laxity among the employees have been countered. As stated by Higgins [18], motivation ensures that employees are highly focused to their work and the organizational objectives. This ensures that the issue of time wastage is avoided as well as minimization of conflicts [25]. Through motivation, employees feel part of the organization, thus being in position to adopt their skills and capabilities in executing the organizational policies. The issue of customer attraction and retention has been efficiently addressed through maintenance of highly motivated workforce.

With the increased competition in the airways industry, there has inevitable need to ensure quality of services. For every business to survive the competition storm, adherence to quality standards has been the only strategy of ensuring success [34]. This has only been possible through maintenance of high levels of employee motivation. In the case of Etihad Airways, satisfaction of customers has been unattainable without employee motivation. This is based on the fact that, the employees have a direct link with the customers thus requiring the demonstration of high levels of expertise. In order for employee to feel part of the organization, they require motivation. This has been achieved through the provision of admirable packages to employees. Airways offers high competitive salaries and wages thus being able to ensure a highly motivated workforce. Nevertheless, much has not been done in the issue of employee motivation. In this regard, the establishment of favorable working environment has not been attained as well as the use of appreciations, praises or employee recognition [22]. This is associated with ineffective management and leadership in the organization.

Based on the research, it has been realized that the organization has failed to ensure high levels of employee motivation. This is reflected through the inefficiencies of the employees in executing their duties [34]. In return, customer satisfaction has not been realized thus threatening the sustainability and profitability of the business. With reference to these insights, it's evident that employee motivation has a vital role in influencing customer satisfaction. The main aspects of concern are the efficiencies, productivity, and commitment of employees in executing their roles. By being motivated, employees are able to demonstrate high levels of efficiency and quality standards that help in meeting customer expectations [38]. By so doing, the objectives of the company in ensuring high levels of customer satisfaction will definitely be realized, thus enhancing profitability of the business.

Methodology:

Philosophical Position:

In order to ensure success and effectiveness of the research process in justifying the hypothesis, a positivist position is held. This philosophical position entails the testing and evaluation of the hypothesis derived through evaluation of observable social realities. Based on the presumptions of this philosophical position regarding the objective and external existence of the world, it stands the best in addressing the research study. As stated by

Blaikie [4], knowledge is only valid if it established on observations of external reality. The position also assumes that general or universal laws have the potential of explaining cause and effect relationships. In the case of Airways, the impact of employee motivation on customer satisfaction will be effectively addressed by adoption of this philosophical position. Precise prediction of outcomes will be made possible, thus help in justifying the hypothesis. This position has been credited for adhering to facts, values of reasons, validity and truth, thus making it the best philosophical position for addressing the topic [4].

Research Approach:

The deductive approach or reasoning will adopt in executing the research study. In this case, the arguments and ideas generated from the research will be based on rules, laws as well as accepted theories in the topic of employee motivation. The ideas of different scholars and philosophers in the field of employee motivation will be consulted. For instance Abraham Maslow's hierarchy of needs, Hertzberg's two factor theory as well as McGregor's theory X and Y will be adopted in the research study [15]

Research Strategy:

The research study will adopt the case study strategy. This is based on the ability of the case study to provide comprehensive outcomes based on the complex research question. A case study has the ability to provide a rich environment composed of contextual variables. In addition, the case study strategy also helps in the adoption of diverse data collection methods like observations, surveys or experiments. As indicated by Schell [30], the case study offers the researcher to retain holistic characteristics in real-life events. This will help in the investigation of empirical events, thus making the study successful.

Type of Research:

In order to ensure success of the research study, descriptive survey method will be adopted. The Airway will be the main focus of study, whereby much of the data will be collected from. The target population of the study will include employees of Airways as well as the customers of the company. The public as well as business consultants will also be key target of the research study. Due to the limitation in time and resources allocated for the study, the sample size will be minimal. In this case a sample population of 40 employees, 20 customers and 15 members of the public will be involved.

In order to avoid bias, random selection of participants will be adopted so as to ensure precision of the information. The issue of gender will also be addressed, whereby a ratio of 1:1 will be adopted. By adhering to these insights, credible information will be mobilized from the study, thus helping in answering the research question [9].

Research Methods:

In order to ensure mobilization of adequate and credible data, a number of data collection methods will be adopted. This will involve literature review, as well as primary data collection. In the case of literature review, the works of various scholars, and researchers in the topic of motivation. This will help in providing a good picture concerning the concept of motivation as well as help in identifying its significance in business organization [35].

In the case of primary data collection, questionnaires and interviews will be adopted. The research team will develop a survey questionnaire that will help in collecting data. the questionnaires will be hand-delivered to the participants for response. In addition, the research team will also engage in interviews with a few participants. Like the questionnaires, the participants of the interviews will be selected at random [26].

Research Ethics:

The issue of ethics in conducting the research will be highly adhered to. The research team will ensure they adhere to high moral and ethical values, thus ensuring protection and promotion of the rights of all individuals. In the case of the participants, enrollment will be done on a voluntary basis. This will ensure that the persons engaging in the study give information at their free. The aspect of confidentiality will also be given optimum attention. In this case, the identity of the participants will not be disclosed alongside guaranteeing them security for any complications which may erupt there after [32].

Data Analysis:

After data collection and recording, a comprehensive and intensive analysis will be undertaken. This will involve a team of expertise and experienced persons in the topic of employee motivation. This will be taken from both within and out of the company. It is also important to note that literature review will be a vital element in the process of data analysis. In order to ensure accurate conclusions, the research team will ensure the ideas brought forward through the research process are carefully analyzed. The issue of generalization or

mere assumptions will also be minimized so as to avoid cases of arriving and false conclusions. With this in mind, precise analysis and conclusions will be attained from the research study, thus helping in answering the research question [11].

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