

Tools for Empowering Employees to Boost Achievement Motivation

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Abstract: *The purpose of this study is to develop techniques which will be helpful in empowering employees and that will lead to promote achievement motives of the employees and foster environment with fertility and results in self and organizations development. For this purpose the data gathered is from secondary sources. After in-depth study of this concept reveals that if this empowerment techniques adopted by the organization it will directly work for employees retention and satisfaction which are considered as final outcomes of empowerment.*

Keywords: Employee Empowerment, Achievement Motivation, Employee Performance

1. Introduction

An organization's human capital is the most valuable asset. The employees are considered as a reservoir of information, knowledge, skills and abilities that can't be copied by the competitors as in the world of growing competition every competitor keeps an eye on the award-winning strategies and skilled employees so unless they have the same skill in their hand can't imitate same strategies as they copy technologies, products, packaging, offers, services etc. So here we understand how important our human asset for growth and development of the organization. Here comes the question of till when we can hold that skill with us as in the dynamic job market employees keep on switching job for growth as well as for satisfaction. Even fringes work for a minimal period of time so the best way is to empower the human resource.

The empowerment of human resources is used at the same parlance that of authorizing and assigning responsibility or say transfers of authority. It should be considered that this concept is with some deficiencies. To empower employee is one aspect but how to empower employee is a big question, so here we better collaborate empowerment with the achievement motives of the employee. Empowerment starts from high level of managers and continues with the different levels along with the total system understanding which includes vision, mission, goals, objectives and values of the organization and the application of the appropriate, which facilitate employee to feel themselves responsible, freedom of thoughts and proficient for the job. Employee empowerment is also a period which consists of taking risks, development and change (Quinn and Gretchen, 1997) [1].

The chief rationale of the employee empowerment is to boost achievement motives of the employee and therefore it works as a catalyst to enhance performance with the outcomes such as fertility, efficiency, work satisfaction, organizational dependence and organizational development. Achievement motive is the drive that encourages mounting efforts of the employee to achieve

the results they desired for (McClelland, 1985) [2]. The achievement motives differ from person to person but on the basic grounds it is a quality factor that put forwards the individual differences. The desires of the individuals who have high elevated achievement motives that are aimed for the individual and professional targets, the contentment they felt for accomplishing their work and inner achievement feelings are comparatively higher (Epstein and Harackiewicz, 1992) [3]. So that the individuals who have higher achievement motives have a strong desire of presenting the significant devices of the performance such as undertaking additional key responsibilities in the organizations, having organizational dependence and a feel of organizational citizenship to achieve goals. Recent studies by researchers speak about individuals with high achievement motives have an extent for development say individual or organizational. According to Cassidy and Lynn (1989) [4], achievement motive indicates itself with the tendencies such as work ethic, having superiority, competitiveness, passion of status, fondness of money and wealth. Ames (1992) [5] states that achievement motive encourages individuals into two purposes. Ames (1992) states that achievement motive encourages individuals to two purposes. The first of these purposes is to acquire competence and demonstrate the mentioned competence; the second is to improve, and develop the competences to make the achievement consistent. The researchers studying on the subject have put forward that achievement motive is not only a simple attitude; in contrast, it has a behavioral dimension. Moreover, it was put forward that achievement mode has both emotional (pleasure and excitement) and cognitive (beliefs and ideas). Aforementioned emotional and cognitive dimension of the achievement motive demonstrates itself with the features such as being determined, showing resistance, overcoming the difficulties, and challenging against the threatening conditions (Grote and James, 1991) [6].

The above facts which are furnished are the means of enhancing self performance. On the basis of this the following study is conducted. According to this, the most

significant aspect of the achievement mode in terms of employees is the aspect of increasing the task or contextual performance.

2. Literature Review

2.1 Employee Empowerment

Empowerment has been defined in number of ways, management gurus social scientists suggests different meanings for empowerment Randolph (1995) [7] defines employee empowerment as “a transfer of power” from the employer to the employees. Blanchard et al. (1996) [8] for instance argued that empowerment is not only having the freedom to act, but also having higher degree of responsibility and accountability. This indicates that management must empower their employees so that they can be motivated, committed, satisfied and assist the organization in achieving its objectives. Studies emphasize work redesign initiatives to empower workers to better manage their jobs under the restriction of cost-driven changes and to give more control to the employees that actually execute the work. Klagge J. (1998) [9] sees the literature in a way indicating the meaning of empowerment as to release improved “power and authority” along with the relevant duties and expertise to employees. Mohammed et al. (1998) [10] states that empowerment is a state of mind. An employee with an empowered state of mind experiences feelings of 1) control over the job to be performed, 2) awareness of the context in which the work is performed, 3) accountability for personal work output, 4) shared responsibility for unit and organizational performance, and 5) equity in the rewards based on individual and collective performance. Hage and Lorensen (2005[11]) label empowerment as an enabling process“ or an object occurs from a joint allocation of possessions and prospects which boost “decision making” to accomplish change. Employee empowerment is a process which has to be administered to start with; because employee empowerment is not only the improvement of institutional abilities and internal entrepreneurship of employees, but also through employee empowering factors, is enabling the perception of self empowerment applications; thus the 6320 Afr. J. Bus. Manage. The empowerment has to be administered (Spreitzer, 1995) [12] Kizilos (1990) [13], Shipper and Manz (1992) [14] associate it with “giving the owers”. Conger & Kanungo (1988) [15], Byham and Cox (1988) [16], Manz (1992) [17], and Thomas & Venhouse (1990) [18] highlight that empowerment motivate the people to improve. Thus empowerment consists of those processes which make the people motivated.

2.2 Achievement Motivation

Every organizations are striving hard for success but there is a question weathers these organization will get success on isolation or parallel there is a requirement of some strong initiatives from organizational point of view that will help employees to put up their own orientation towards achievement goals. In a parlance we knew that organizations are aware that they cannot get success only through work but there is a strong requirement that

employee seek success ambitiously along with result orientation. Overall development of organization depends on organizational effectiveness, employee’s productivity and that can only be achieved by skilled and competent employee who sees their job meaningful. The prime factor of organizational growth and success depends upon achievement motivation. Achievement motivation can briefly be defined as the instinct that prompts people. It is accepted that people with high achievement motivation have also strong instincts of achieving individual and organizational success, being result-oriented, making the difference, strong determination and being resolute (Epstein and Harackiewicz, 1992) [19]. Researches carried out suggest that people who have high achievement motivation are more creative that they have higher tendency to take risk and more eager to attempt to take up hard task (Spence et al., 1989) [20]. On the basis of previous studies it can be said that that people with high achievement motivation a real ways in urge of gaining competence and seeking new responsibilities and upgrading their skills. Hard workings, challenging threatening situations, taking up responsibility, tackling hard tasks are the traits of people with high achievement motivation. Schuler and Prochaska (2001) [21]. Here are some other studies where researcher defines the main factors of achievement motivation as working ambitiously and decidedly, being self-confident and motivated against the objective. Secondary factors of achievement motivation are, according to the researchers, compensative effort, tendency of competition, confidence in success, independency, superiority, eagerness to learning, regular and continuous work, fearlessness, flexibility, focus, setting target, intrinsic resistance, persistence, taking up hard tasks, priding himself/herself and composing himself/herself (Byrne et al., 2004) [22] it may put forth that all these factors are important for employees performance and has a direct relation on job satisfaction.

2.3 Actions for Implementing Employee Empowerment Practice to Boost Achievement Motivation in Organization

To start with the concept of empowering employees we first need to follow some ground rules which will help in practicing empowerment.

- 1) Acquaintance with Organization: The first and the foremost step towards employee empowerment are to let employees know about its organization. It includes organizational objectives, organizations goals, vision, mission, business process, values, culture, and customers.
- 2) Job Description: Employees are required to have good understanding of job description so that he/ she will be able to produce required output and can add additional task depends on their capability.
- 3) Job enrichment and Appreciation: Employees can be empowered when organizations enrich their work their superiors appreciate them for the work undertaken and on a parallel not appreciate initiatives taken by the employee.
- 4) Promotion: Along with non financial appreciation it is required that employees get promotion along with

increasing job content. This will be helpful for employees to develop a sense of satisfaction that his/her work is considered.

- 5) Trust factor: Empowerment can be blossomed in the atmosphere of trust in which employees develop a sense of belongingness with colleagues and management and develop transparency of work which is beneficial for system development.
- 6) Sense of Ownership: Management must promote feeling of ownership. This practice can be provided with the means of share holding and profit sharing. It enhances feeling of ownership and keeps employees abreast to perform tasks and keep environment engaged. It also helps in promoting innovation and creativity in system.
- 7) Communication, Cooperation & Collaborative Efforts: These three C's will play crucial role in empowerment as communication channel help employees to keep themselves updated with happening in the system and there will be proper flow of information, cooperation and collaborative efforts boosts employee morale, enhance participation, delegation of authority to perform best.
- 8) Salary, Perks & Fringes: to keep employees motivated and empowered it is required to give them handsome salary so that they will develop a status in society and a feeling of association with brand will surround them.
- 9) Continuous developmental initiatives: Growth and development of the organizations totally depends on employees its employees growth and development, if system promotes learning then it will enhance employees capability to perform and develop new styles of optimum utilization of available resources and well as reduction in ideal time it will directly reduce cost of operation and enhance productivity.
- 10) To Work For: If employees are empowered enough and develop sense of ownership as well as organization keep on creating environment with less stress and have a practice by which employees can have proper work life balance and facilities like safety measure.
- 11) Work place: Among the effective factors that organizations are focusing on it is work place. The importance of employee health and safety in the workplace, creating job opportunities for improvement, reduce stress and tension in the workplace, including issues related to the work environment.
- 12) Optimizing processes and working methods: Being clear and transparent flow of information, documentation and periodic review of the working methods and improvement the working methods and Simplification are effective factors in Optimization of processes and working practices
- 13) Information, Knowledge and Job Skills: To satisfy this factor, opportunities to develop job skills in organization, more effective and efficient in the fields of education and technical knowledge and expertise can help.

Relative benefits from the above actions performed for fostering achievement motivation are:

- Clarity of roles and responsibilities make individual focused toward attainment of desired goal and this leads to stimulate inner urges and keep employees motivated.
- When employees get trust from superiors, peer, junior this helps in enlightening achievement motives of employees which leads to grow positivity in the system.
- Organizations promotions towards Continuous develop enhance employee's achievement motives and this leads to contentment with job with enthusiasm to keep creativity and innovation open.
- When it comes to extrinsic motivation salaries, perks fringes are considered pivotal as it has direct relation with an individual's achievement motivation. As one put up kind effort for job then definitely expects handsome returns and this works like wonder.
- Healthy environment, sound measures for safety and security of employees have direct effect on achievement motives as if employees are do not feel satiated with environment and stays in fear and it deteriorate employee's performance and affects.

3. Conclusions

The aim of this paper is to highlight areas which helps in empowering employees and also leads to foster forces to take a better realization towards achievement motivation of employees which not only keep environment competitive but also promotes sense of pride and creates ample of opportunities for personal and organizational development.

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