

Motivation of Employees towards the Adaptation of Technology

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Abstract

Technological change has become the mode of operation in the 20th century business community. As the workplace product transforms from paper to information services, employers and employees scramble to keep abreast of the rising tide of information and the new service opportunities created by the innovations in technology available to business. Employees are naturally expected to adapt to the ever changing norms of technology. New technological changes face employees in the workplace every day. Some employees embrace the changes that technology brings. They seek new applications for the innovations, while others resist and become defensive. Is the defensive behavior of some, a symptom of a sociological system controlling the individual? Does cognitive ability govern individual attitudes toward technological innovations? Does race, age or gender play a role in one's perception of incorporation of new technology in the workplace? Is an individual's attitude predetermined by past experiences? This research is the summary of a review of the literature around the above questions and a try to explore the aspect or factors that really affect the attitude of a person to adopt new technology at work place. The objective is to identify the contributing influences of an individual's attitude towards a technological innovation in the workplace.

Keywords: Employees, Motivation, Information Technology, Training, Success.

1. Introduction

Technology means the usage and knowledge of tools, techniques, crafts and ideas. Technological change has become the mode of operations in the 21st century business community. As the workplace product transforms from paper to information services, employers and employees move quickly to keep abreast of the rising tide of information and the new service opportunities created by the innovations in technology available to business. Employees are naturally expected to adapt to the ever changing norms of technology. Some employees embrace the changes that technology brings. They seek new applications for the innovations, while others resist and become defensive.

Employers need to motivate the employees towards technology. The technology is one of mostly used competitive advantage in vast competition. Every Employer wants his employee to adopt those changes in term of tools, techniques, crafts and ideas. If the intention of an organization adopting a technological innovation is to improve work processes, then why do attitudes vary towards the innovation? Are there underlying forces within the organization that govern an individual's attitude towards a new technology? Does individual experience, good or bad, govern perception and in turn, attitudes?

The imperative need of discovering, comprehending, and implementing employee motivation has been a principle concern for organizations, managers, and even supervisors because motivation of employee towards changing technological environment has been and will be the deciding factor in work performance and in turn decide the success or failure of an organization. Consequently, considerable study and research of this topic has been conducted, and reasonable amounts of findings have been produced to benefit contemporary Organizations and management.

2. Literature Review

Today we are living in such an environment, where the resources are very few. Inefficient use of these resources may reduce the productivity. Technology is that element which can be used for the efficient use of resources. But people in the organization often resist adopting the technology. Motivation is the key ingredient for success in any organization. Organizations can have all the technical skills in the world; however, if they can't motivate their team, they will not achieve success. As a leader, a majority of job is to motivate others to succeed so that everyone's goals

are accomplished.

Regarding the organizational changes, it appears that people respond to the changes with feelings of uncertainty, habit, concern about personal loss, and the belief that change is not in the organizational interest (Joseph H, 2000) examined the essential elements to motivate employees in a changing environment. They found that, in the past motivating was a matter of simple exchange, the employee's loyalty and commitment in return for job security. In the new economy, the days of lifetime jobs and simple commitments are over. Employees readily announce layoffs. Employees just as readily leave for better offers. The world is continuously changing around us.

Employees today want to Share in the Financial Rewards of what they produce, and they want to be compensated for the value they deliver, not the hours they invest. This change in the perspective is leading best – practices companies to replace traditional compensation systems with compensation systems that tie base pay to skills and competencies and to provide incentive tied to group performance rather than to individual performance.

It's very important to build the trust in the employees to adopt changes. Wandy Phaneuf (2003) examined elements for Building team trust, commitment, and loyalty in a new world of work. He found that, there are certain leadership behaviors that matter to employees, and managers who consistently practice them are rewarded with deeply loyal staff. These behaviors center on the foundation of personal integrity, and include these important factors.

When some workplace changes are introduced in the organizations, the management has to face a lot of resistance from the employee. Sara La Forest and Tony Kubica made a study on managing the transitions in the organization. They concluded that a preponderance of manager and supervisors are overly familiar with long sighs and disheartened groans from their employee when they introduce yet another organizational change as a new initiate.

There are many contributing influences on an individual's attitudes which can motivate the employees towards a new technology in the workplace. David T. Bill (2003) wrote an article on these influences which can motivate the employees. He described that new technological changes face employees in the workplace in the workplace every day. Some employees embrace the changes and seek new applications for the innovations, while others resist and become defensive.

Technological changes have become the mode of operation in the 21st century business community. As the workplace products are transformed from paper to a product management and employee scramble to keep abreast of the rising tide of information and the new service opportunities created by the innovation in technology available to business. Employees are naturally expected to adopt the changes. But many people resist against the technology. This is just due to how an individual perceives it.

Beliefs and values are one of the biggest elements that create the resistance on the way of technological changes. Rathus and Nevid (1987) said that people of varying backgrounds often have different beliefs and value systems which give rise to dissimilar attitudes and form a basis of attitude towards the technology. The usage rate may link to individual perception of technology. A study conducted by Ram Etal (1994) conclude that early innovation adopters use new product more, but also seek new applications of the innovation more than late adopters. This study identified a positive correlation between favorable attitudes towards computer and computer familiarity. Another study by Gardner (1993) identifies a positive between experiences with computer and beliefs towards them.

Other considerations are that of Age, gender and cognitive/mechanical ability. Males tend to display more positive attitude towards computers, regardless of the level of familiarity, while female attitudes becomes more positive as the level of familiarity increases. A survey indicated that older adult less likely than their younger colleagues to use a computer unless there is a perceived need. A study indicated that there is a positive relation between cognitive ability and computer familiarity due to challenging nature. With another view, we can say that if the innovation is not user friendly then the user may choose not to adopt it. A technology should not be imposed on the employees. If employees are given the control of implementation and application of the innovation attitudes tends to be positive due to sense of ownership and perceived need for the innovation. This is all due the organizational control factors.

Organizational social factors play an important role in the implementation of new technology. Individuals developed their attitudes through intersections amongst peers and informal discussions. Ed Sykes in his recent research find eight quick tips to motivate for success. Motivation is the key ingredient for success in the organization. He conclude that everyone has a motivation level there is only need to find and enhance it. To truly be a motivator, you must always be in tune to your employees. Don Jacobson in his research explains five steps to motivate the employees. He explains that to motivate your employees it is necessary to know every employee mind level. Challenge them to

improve their operations and productivity.

Rakesh Parik conducted a study that provides the understanding of the productivity factors. The research on this dilemma provided the better ways to improve performance, quality, per-day jobs, innovations and successful training. These factors are important to study and analyze while working towards the betterment of productivity. Management should provide the more convenient leadership which can motivate the employees to interact with the higher management. This will lead the management to better understand and to motivate the employee to adopt new changes. The problem statement of this study is to find “How we can improve the motivation of employees towards the use of new technology in a changing environment”?

3. Research Design

Our study was of exploratory nature. Exploratory study is necessary when some facts are known, but more information is needed for developing a viable theoretical framework. Exploratory studies are important for obtaining a good grasp of the phenomenon of interest and advancing knowledge through subsequent theory building and hypothesis testing. Qualitative studies where data reveal some pattern regarding the phenomenon of interest, theories are developed and hypothesis formulated for subsequent testing. The plan was to study the behavior of the individuals on the workplace, so our unit of analysis was individual. Our purpose of study is exploratory. So our first concern was with the primary data. Efforts were put to find out the necessary supportive secondary data but the major point of emphasis will be on primary data.

The approach to data collection and analysis was both qualitative and quantitative in design, in order to utilize statistical information gathered from the proposed research instruments as well as making a variety of subjective assessments of similar research data. The proposed sample group consisted of responses from 50–100 employees in a variety of industries with the questionnaire distributed to members of the organizational staff upon management approval to conduct the study. The interviews were structured using many closed-ended questions regarding perspectives on motivating factors and how these have been effective or ineffective at boosting long-term staff motivation. Responses from both the managerial sample and the subordinate sample were compiled and analyzed in order to fulfill the study’s research objectives on management viewpoint, employee viewpoint, and the overall nature of motivational, performance-driven factors.

4. Results and Comments

The variance in the dependent variable, motivation of employees towards technology, can be explained by the eight independent variables: training, Monetary rewards and non-monetary rewards, Work specialization, Education and communication, Personality, Believes, values, perceptions, Familiarity and experience and Organizational control factors.

If the employees are given the proper training they will have familiarity with that technology in this way their motivation level towards technology can be increased. If the employees are given the monetary rewards in the shape of extended salaries and bonus they will feel the confidence and their motivation level will automatically be increased in this way. Non monetary rewards can increase the confidence level of the employee. These rewards can be in the shapes of certificates and recognitions.

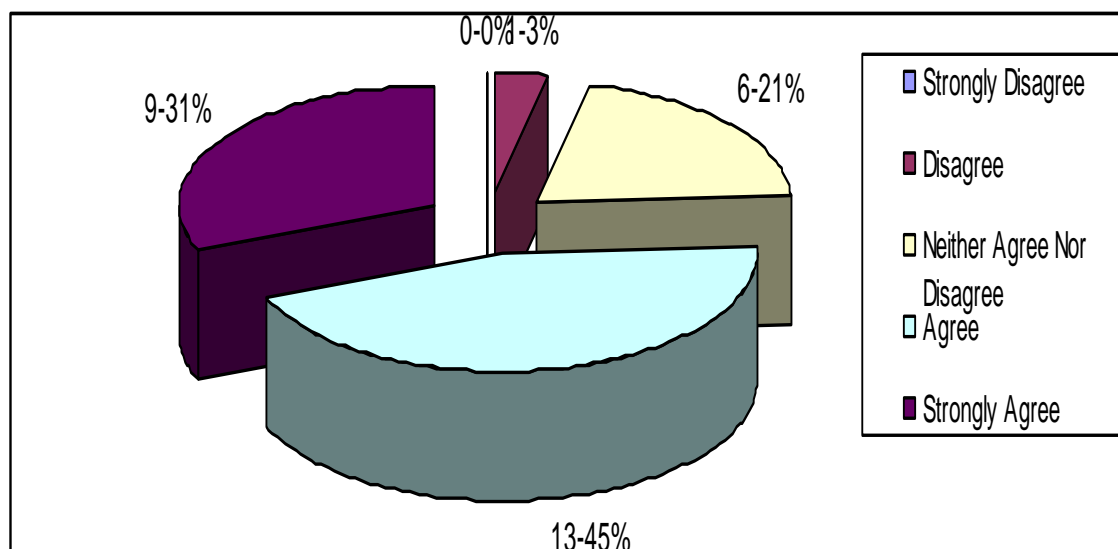
Many a time the personality of individual also affect the motivation level of the employee. Because there are many types of personalities in which some are innovation lovers and some just hate to adopt the changes. Believes and values of the employees’ plays a vital role in the way of motivation. If the believes and values of individual enforce him to be loyal with the work in the shape of acquiring necessary changes in the environment they will have a higher level of motivation towards the technology and changes in the organizations.

Perception about the technology also affects the motivation level of the individual. If someone perceives the technology beneficial and fruitful for himself his motivation level be such higher than other who have a negative perception about the technology. Familiarity and experience with the technology highly affects the motivation level of employee towards technology. Basic hurdle on the way of technology adoption is the fear of failure. If the employee has experience with that technology and knows all aspects of that technology, then the motivation level will surely differ.

Organizations' control factors are one of the important factors that can influence the motivation level. If the employees are given the proper time in the risk free environment to be familiar with the technology, the motivation level of the employees towards adopting new technology will automatically be changes. Instead of this, there may be other organizational control factors which can influence the motivation level.

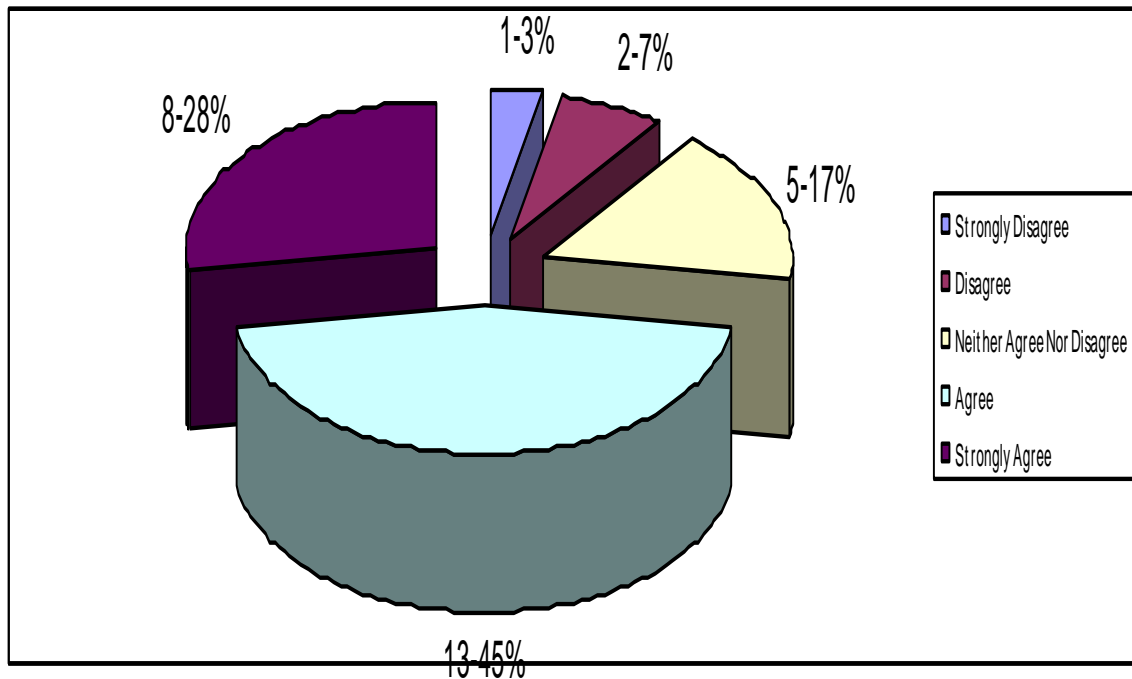
There are some other intervening variables that can indirectly affect the motivation level of the employee towards technology are Organizational culture, uncertainty in coping with innovation, nature of job. If the culture of the organization allows the employee to be motivate then the will be. If the people within the organization are cooperative to each other, they will highly motivate others to adopt new technology. The nature of job also affects the employees' motivation towards adopting new technology in the changing business environment. If the culture of the organization shows the certainty in coping or managing the innovation they result will be in the shape of higher employee motivation.

New employees are highly motivated towards technology



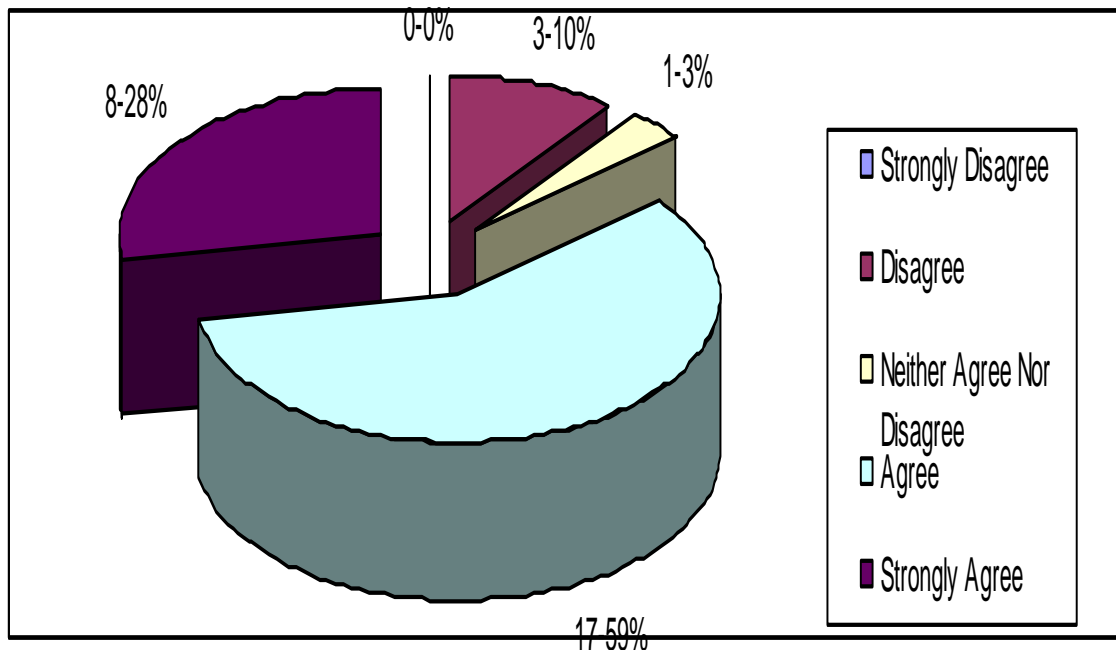
Statistical Test: T=2.32

Work specialization help to motivate the employee towards new technology



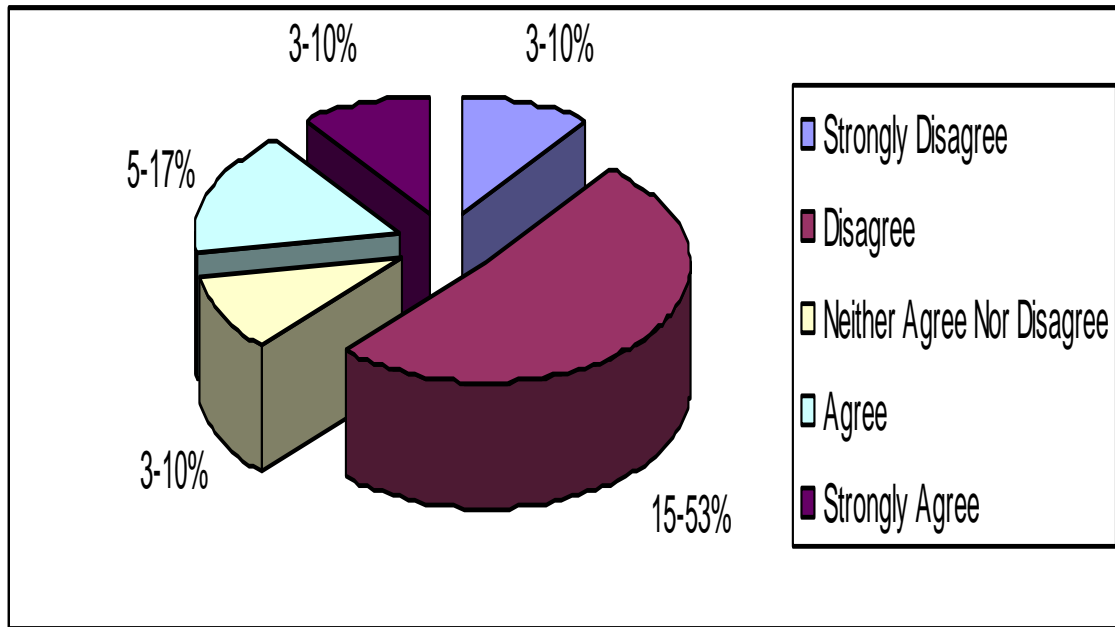
Statistical Test: T=2.49

Training is most important to motivate the employees towards technology



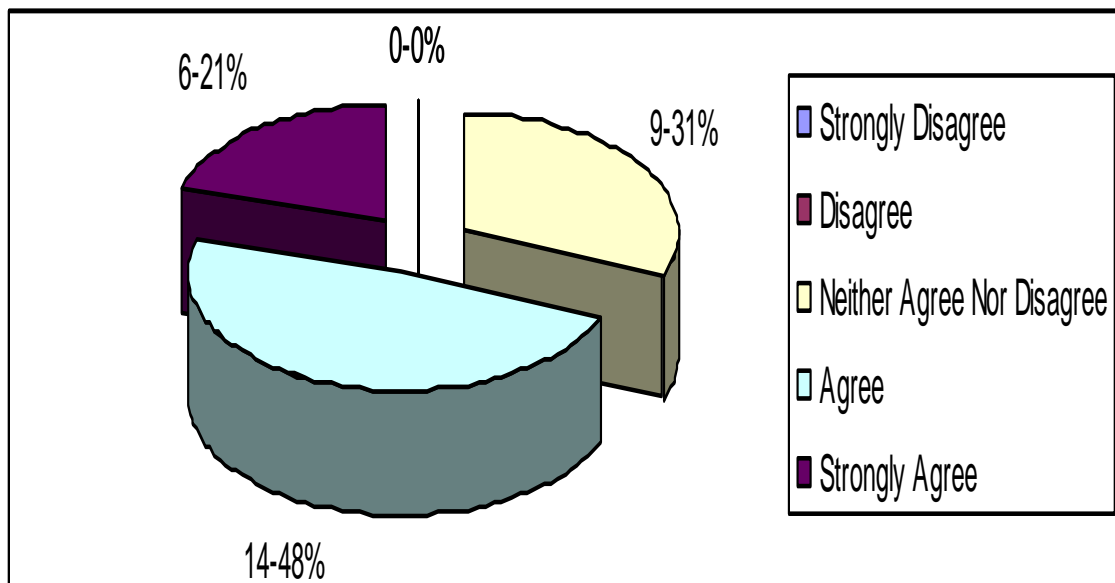
Statistical Test: T=2.28

Does the Gender effect the motivation towards technology?



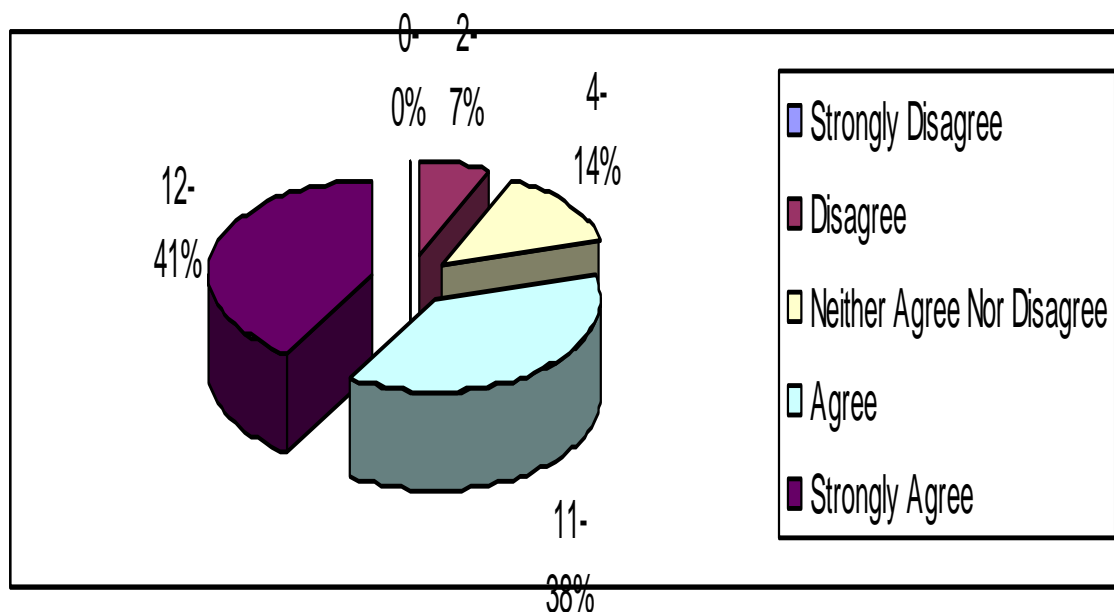
Statistical Test: T=2.71

Perception of technology effect the motivation level towards new technology



Statistical Test: T=1.91

Organization culture effects the motivation towards technology



Statistical Test: T=2.51

6. Conclusion

Individual attitudes are influenced by many factors, stemming from the individual's knowledge and value base as well as from organizational culture and social information processing. Because an organization is comprised of many individuals with various combinations of the above, careful consideration must be given to the introduction of an innovation. Organizations must provide individuals a risk-free environment to become familiar with the innovation. A system of learning should be established to provide an environment for information sharing around pertaining to the innovation. Higher adoption rates have been observed when employees have control over the innovation and its implementation. As the rate of innovation advances increases, organizations must consider the influential forces acting upon their workforce as they grapple with technology.

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