

The Dual Impact of Work: Unveiling the Motivations and Consequences on Employee Wellbeing and Organizational Success

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ABSTRACT

Work engagement: double-edged sword to organization was the theme of this paper where both the benefits received by the employee and the effects of this to organization are both analysed. By looking into these incentives and de-motives, the research demonstrates how work can promote self-actualization, job satisfaction, and performance, as well as hinder, stress, exhaustion, and deterioration of psychological and bodily well-being. The paper also discusses what these outcomes mean and suggests that practicable solutions to these issues consist in effective management approaches to addressing organizational culture in relation to employees' motivation and wellbeing at work. Having such relationships and dynamics spells out identified will enable organizations to develop appropriate measures to optimize on productivity while at the same time considering the impact on the employees.

Keywords: Employee Wellbeing; Intrinsic Motivation; Extrinsic Motivation; Organizational Success; Workplace Stress

Introduction.

Employment is a vital part of human existence the human being and they dedicate ample time, energy, and focus towards it. That is why it has an important function not only in securing our financial status but also in giving meaning to our life and influencing our psychological state. Although it is an essential aspect of life, has the possibility of improving one's life and providing personal gratification and

development, work can have negative impacts and bring about stress, and health deterioration both physically and psychologically (Pandey, 2020; Leitão et al., 2021; Kumar et al., 2021). For this reason, it is crucial to recognize the nature of work and its consequences, which contribute to the presented insights.

First, one needs to realize that organization as a system consists of people, that means that the state of health and productivity of the workers significantly influences the

organization. If the workers, their productivity, their satisfaction, and their health are closely interrelated, this will have a positive impact on the organization's goal. On the other hand, if the workforce is demotivated or stressed, it results in low productivity, high turnover rate and thus has a negative effect towards the achievement of the organizational goals (Anisah and Wisesa, 2021; Putra and Pono, 2022). Thus, there is a great importance to comprehend what motivators make employees more productive; to know both the internal and external motivation and outcomes of such motivation are essential for any organisation.

This paper provides a thorough discussion on the concepts of work motivation and the resulting productivity aims at presenting an analysis of the issues that influence workers. Therefore, based on the findings of the motivation and work outcomes, the report offers suggestions on how organizational conditions shape positive employee wellbeing, motivation and productivity and hence the blueprint of a viable and prosperous company.

Literature Review

Intrinsic Motivation.

Intrinsic motivation as explained in the book "Drive" by (Pink, 2011), refers to the internal drive of an individual and is fuelled by three attributes or concepts, and that of autonomy, mastery and purpose. Where autonomy is the feeling of having control on one's life and decisions, mastery to the idea being good at something or developing expertise in a certain field, and purpose relates with a sense of working towards a meaningful goal in other words is having a sense of fulfilment and significance about

own work. Overall, the author makes a valid point that the intrinsic motivation is a far more powerful force than external rewards alone and leads to better professional results at work and better wellbeing in personal life.

Furthermore, according to (Weston, et al., 2021), having a sense of purpose can be fostered by four elements, namely by variety of skills learnt, by having autonomy at work, co-worker support and supervisor support. Engaging in tasks that requires a range of skills and having a diverse and stimulating job experience will contribute and consolidate the sense of purpose for the individual. Likewise, a certain level of autonomy in ones tasks, in other words having a sense of ownership over their work, will positively strengthen the sense of purpose. Needless to say, that co-worker and supervisor support will further create the feeling of being supported, connected, and belonging to the team, along with guidance and recognition from team leader will lead to heightened sense of purpose and hence to higher motivation and better productivity.

Moving on to the aspect of autonomy, a study by (Dysvik & Kuvaas, 2011) found that employees performance was positively influenced by the perceived autonomy in their respective job roles because it crate feelings of being trusted and the perception of responsibility. The study suggests that organisations can improve work performance by increasing the employees perception of autonomy and that in turn results in increased intrinsic motivation. However, it is worth noting that this comes with an important caveat and that it only function with individuals with higher level of motivation and that those with low motivation will not respond positively.

Overall empowering employees by allowing some autonomy can only be beneficial for both the organisation and individuals.

Lastly, the notion of mastery as a drive or motivator has been postulated by (White, 1959), that in human beings the exploratory or playful behaviour can be explained by a fundamental instinct or in other words the desire to be effective in one's environment. It is the desire to improve one's performance and abilities and it is present in all cultures at all stages of development. This is a basic and most powerful motivator, and the employers can effectively harness its power by fostering a positive culture of learning, by providing positive feedback, creating challenges and provide learning opportunities. This in turn can lead to increased motivation and job satisfaction.

Extrinsic Motivation.

Extrinsic motivation as explained by (Kohn, 2018) in his book "Punished by Rewards" it arises from factors coming from the outside of the individual in other words incentives and it creates a desire for actions. It involves engaging in an activity with the ultimate goal of receiving tangible rewards such as money, recognition, praise, or social approval, and to avoiding punishment. While Kohn argue that extrinsic motivation is less effective in fostering long term motivation and engagement, an employer cannot escape from certain aspects of it such as salary, promotion, and other types of rewards for the workers. Overall, this form of motivating people when paired with nurturing an environment that creates

intrinsic motivation can be a powerful way to set peoples in motion.

A financial reward is a type of tangible recompense or incentive offered to the employees as a reward for their contribution or job performance to the organisation. This serves as a motivator by creating a direct link between hard work and financial gain. The ultimate purpose of it is to increase or maintain high level of performance on the employees part. This has been found by (Seng & Arumugam, 2017) to be a powerful factor that influence positively the work-related behaviour of workers. Overall, this important motivating element cannot be neglected especially when a company wants to drive goal-oriented performance.

To elaborate further, job security, as found in an article by (Chen & Hsieh, 2015), is another important external motive for individuals to work and can be described as the employees' subjective estimation of their likelihood of losing their job, in other words job security is the perception of how likely is for one to keep or not its job. Individuals are motivated to work by a fear of unemployment or by the worries that they cannot support their families, or they may be motivated by the desire of stability or because they want to plan for the future. Employers can do a number of things to increase the perception of job security such as offering longer term or permanent contracts, providing redundancy packages, or investing in training and development of staff. By executing these measures, the company can increase the sense of job security and in turn the motivation to perform of the employees.

Moreover, according to the article by (Ayub & Rafif, 2011), found that there is a positive

relationship between job satisfaction and the motivation to work, to say it differently, employees are more likely to be motivated to work well if their jobs are satisfying. That said, job satisfaction is a positive attitude towards the job and can be viewed as a measure of how happy and fulfilled the employees are regarding their job. The company can foster such sentiment in staff by providing clear and challenging goals, giving the staff some autonomy and responsibility, and more importantly providing positive feedback and recognition this in turn will create a positive work environment that will boost and consolidate the feeling of job satisfaction.

Discussion

Positive impact of work.

Work can have a positive impact on people's lives by creating a sense of purpose, belonging and also by skills acquisition and by forming interpersonal relationships. As emphasized in "The Happiness Advantage," by (Achor, 2011), approaching work with a positive mindset leads to a virtuous cycle of happiness and success that give rise in individuals to attributes such as resilience and optimism, that can transform their lives and work experience, leading to greater wellbeing and satisfaction on both personal and professional live. Overall, by embracing positive principles employees will nurture a sense of purpose, accomplishment and personal growth that will lead to happier lives.

More specifically, it has been found by (Green & Leeves, 2013), that financial security and stability are positively associated with higher individual

wellbeing, and that the opposite is true namely financial insecurity can lead to a number of problems such as anxiety, stress, depression and as far as physical stress. Lack of money or more bluntly said, poverty can also lead to other financial problems such as debt, bankruptcy and ultimately homelessness. To conclude, one of the outcomes of paid work is financial security and that has a positive impact on people's lives on both mental and physical areas.

Another positive impact on lives as found by (Oshagbemi, 2003), is that of personal fulfilment and satisfaction. The study shown that people who are more fulfilled and satisfied at work are also happier more productive and more importantly healthy. In the same fashion they experience less stress anxiety or other mental health issues such as depression. Overall, the company can only benefit from fostering an work environment that promotes personal fulfilment and satisfaction, because that creates a positive feedback loop from the strengthened wellbeing of staff back to increased productivity and work quality.

Moreover, as shown by (Martela, 2023), in his article work has the positive effect of creating a sense of contribution and impact on society. This is important because when employees are feeling that bring a positive contribution to the society with their work are more likely to feel satisfied with their roles, be productive and stay within their respective organisation. The company can foster such feeling by a twofold approach, firstly by aligning its goals, mission, and objectives with important causes and not just for the profit and secondly by engaging its workforce in programs that supports the said goals. Is worth noting that the company goals should be recognised individuals,

organisations, and societies as impactful for the society and community at large.

And lastly but not only in an article by (Weng, et al., 2010) it is highlighted how professional growth and development or in other words the personal career development of individuals in a company is directly and positively linked with the organisation growth. Namely when the company invest and foster in the career development of its staff that in turn will lead in increased productivity, commitment, improved morale, and reduced turnover. Overall, the company can effectively capitalise on this outcome by providing training and development programs in the form of both external and internal training, and by promoting from within the organisation, in other words by helping employees to advance their career and thus improve employee satisfaction and productivity.

Negative impact of work on people.

Furthermore, it is needless to say that today's fast pace and competitive workplace can also have negative impacts on the lives of individuals, this is noteworthy and important to pay attention to. In his book "Dying for a Paycheck" (Pfeffer, 2018), uncovers the profound physical health, mental health, social connection, and other important detrimental work-related outcomes that will be highlighted below in more detail. The company needs to be aware and monitor for the staff wellbeing because preventing those will directly impact the organisation performance and productivity and also its long-term stability.

Firstly, and more evidently the most known and important negative impact of work on people's lives is the decline on physical health due to working conditions. As found by (van den Heuvel, et al., 2010), work can impact staff health in a number of ways, for example physical demanding roles can lead to musculoskeletal disorders, poor ergonomics can lead to strain injuries and occupational hazards can range from respiratory problems to hearing loss and not only. The company can take important steps to reduce such negative impact by conducting reviews and audits to implement corrective actions such as providing workers with more ergonomically designed working places and by providing wellness programs or health insurance packages.

Secondly, mental health can also be viewed as a negative outcome of work. For instance, (Harvey, et al., 2017), found that there is a relation between work and mental health and that work can impact the former negatively in the following ways. Work related stress factors such as excessive demands and lack of control can contribute to chronic stress and in turn lead to clinical anxiety and depression. Job insecurity and work life imbalance can also be conducive of anxiety and depression. Other factors should not be neglected such as poor organisational culture, workplace bullying and harassment or lack of social support since can also increase the negative aspect of work. All these factors also impact the company by a decrease of productivity and quality and the organisation must take steps such redesigning the company culture and organisation but also a review of leadership and by organising mental wellbeing programs for the staff.

Lastly, an article by (Park & Johnson, 2019), argue that a lack of job satisfaction and engagement is a negative outcome of work. The study highlights a correlation between the work engagement with turnover rates and job satisfaction, this is a negative outcome for the organisation and can lead to employee burnout, stress and impacts the company performance. Overall, the company needs to prioritise on employee satisfaction and engagement in order to mitigate this outcome.

Implications

The investigation of work's twofold effect on employee wellbeing and the corporation's success provides essential policy implications given the domain of work health safety and employees' rights. Thus, the policymakers need to guarantee the legal framework that would prevent the adverse impact of work on the employee, including stress and burnout, while fostering purposeful practice within the organization. These are such things as giving limitation on working hours, providing for rest period, and providing for psychological treatment where necessary. Also, provision of working conditions such as teleworking, could allow for a balance between work and personal life so solving stress problems.

On a practical level, knowledge of the reasons for work and effects arising from such motives helps organizations to adopt measures that improve the employees' interest in their work and productivity. So when organisations appreciate both the internal and external motivation, like self-

organisation, recognition, passion, and monetary incentives, business can build an atmosphere that results in employees' satisfaction and productivity. Promoting wellness in the employees, providing means for professional development, and creating appropriate organizational culture are among the large contingencies that can at least alleviate the effects of work on the employees and help to build up a healthy and effective human capital.

Criticizing the conventional ideas about work and its effects in terms of motivating employees and elevating organizational efficiency is the theoretical assumption of the dualization of work's effects. It implies that motivation means different things in different situation and to people. Appreciating that the variables of work outcomes are the direct correlates of the state of wellbeing of employees, calls for a better understanding of motivation theories like Maslow's need hierarchy and Herzberg's two factor motivation theory. Although this theoretical analysis provides us only with the elaborate understanding of the motives that inspire employees' actions it is still useful because it expands the knowledge-base for constructing sound and successful organisational practices that embrace the needs of subjects and foster sustainable, healthy success.

Conclusion

In sum, as presented in the paper above, work can be the source of adversative effects influencing the lives of people and the organisations strength and performance. For this specific reason, it is incumbent upon the company to own the process of work experience formation and to embark

on what it takes to define the conditions that will encourage the staff to interact with the company goals and mission. The report also proved that the intrinsic motivators could also be helped or in other words nurtured, by the organisation, this means that the company should not depend on the staff to be motivated. In summary, by following the steps, outlined in the paper and shifting the focus on both the workforce, a company can build an enterprise that has a positive effect on the society at large and the lives of the people who are involved in it; being the employees and the customers while ensuring the success of the organisation.

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