Research Employee Commitment, Motivation, and Cultural Intelligence

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Introduction

Workplace engagement and commitment, generational differences, and cultural differences are but a few recurring challenges that business organizations have to deal with. There is a vast amount of research that deals with how managing their effects within an organization can provide a better return on investment. One thing they echo is that it is hard to find a leader who has skills to cope with trans-global situations that bring cross-cultural challenges. It is paramount that the leader's ability to understand the intricacies of global workplaces and demands of the multicultural workforce is vital in ensuring professional success. It is the purpose of this paper to reflect on three frameworks: (a) Employee Engagement, (b) Cultural Dimensions (Generation Workforce), and (c) Employee Motivation with the name of the framework, the seminal author, and the instrument used for data collection. Included in this paper is a high-level analysis of current and past workplaces plus a reflection of this week's readings and assignment.

Employee Engagement

The seminal author for Employee Engagement is David Brown. One instrument used for data collection is a survey. They used the Deloitte Human Capital Capability Gap scoring to index scores from 0-100 (Brown et al., 2015). They computed the result by subtracting the "importance" index score from the "readiness" index score. Negative values imply a capability shortfall while a positive score suggests a surplus. They also used the follow indexes to rate an "importance" issue to classify corporate readiness using a 4-point scale: (a) "not important/ready," (b) "somewhat important/ready," (c) "important/ready," and (d) "very important/ready." Indexing the result using a 0–100 scale where 0 represents the lowest possible degree of importance/readiness ("not important/ready"), and 100 represents the maximum possible degree of importance/readiness ("very important/ready"). An overall index score was

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then calculated for each trend using the respondents' ratings of "importance" and "readiness" (Brown et al, 2015).

Cultural Dimensions (Generation Workforce)

The seminal author for Cultural Dimensions (Generation Workforce) is Ahmed Al-Asfour. One instrument used for data collection is a literature review. They examined the following generations: (a) Veterans (1922-1943), (b) Baby Boomers (1944-1960), (c) Generation X (1961-1980), and (d) Generation Y (1981-2001). The study focused on each generation's leadership characteristics, lifestyles, values, and attitudes. They identified leadership strategies that may prove helpful to apply for each generation. Sensitivity to the different traits each generation have will assist leaders to become better responsive to the follower's needs and allow them to make decisive actions (Al-Asfour & Lettau, 2014).

Employee Motivation

The seminal author for the Employee Motivation is V. Kumar. One instrument used for data collection is quantitative. They collected data from a survey of 208 managers at 52 companies, consolidated and summarized the Employee Engagement scorecard's result. The focus of the Employee Engagement framework is based upon the following overall employee engagement levels: (a) Employee satisfaction, (b) Employee identification, (c) Employee commitment, (d) Employee loyalty, and (e) Employee performance. The scorecard has a scale of 1 to 5, with 1 being lowest and 5 being highest. As employees rate the respective levels, a pattern appears and identifies what areas need addressing using aggregate scores. This allows management to focus on how to improve those (Kumar & Pansari, 2015).

High-level Analysis of Current or Past Workplace

The past workplaces I worked for were startups. Their location was New York City. Multi-generation workforces proliferate New York especially Gen X and Gen Y. The reality of having co-workers as young as your children is a challenge. They speak different idioms, they

have different traits, work habits, and manners. They are more carefree and anyone can see them work long hours as they appeared to not have anything else to do while Gen Xers try to finish their job on time so that they can go home to be with their families. When it comes to supervision, these young workers are very proficient that they are quick to respond to texts, messaging, and email requests and get the job done.

Since these companies were utilizing outsourced manpower, the exposure to multicultural challenges is unavoidable. Culturally the challenges to adjust to time zones, different work ethic, and language can become frustrating. The circumstance of having had the experience of leading men in a previous profession proved to be handy. The transition of leading a development team whose offices are in India or across the U.S.A. allowed only a few transitions. The opportunity to learn their needs and understanding their requirements plus addressing them has proven to be a successful ingredient in having success. Constant communication is also vital and agreeing in what time to meet and prioritized communication work good as well.

Today I am working for a large medical software company. The majority of the workforce is Gen X. Many of my co-workers have been with the company for more than twenty years. Since I belong to their age group, so maturity and sense of oneness have made communication between them and myself easy. Gen X tends to be more patient and calculating which fits my personality. However, since we have a majority of our workforce in India, the multicultural challenge exists resolvable by having an open communication and better understanding.

Ideas for a Topic of Study

The study I am planning to focus on is technology management. I would like to incorporate the efficacy of team dynamics using employee engagement in a global setting. I am interested in finding out the latest researches done on interactions of workforces in relation to its global application. Among the three frameworks discussed, the related concept of employee

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engagement is a natural choice. I am inclined to using survey in gathering data and will look for existing models for interpreting them.

Reflection

This week's readings added more domain leadership knowledge on employee commitment, motivation, and cultural intelligence. Besides to the discussion above, the research by Al-Asfour and Lettau (2014) implored the necessity of studying the generational diversity in the workplace as each generation listed has their own personality that is not common from the other. Leaders must learn how to manage them and studies are still not enough to equip the leaders on how best to lead them. This has been a fact. Generational diversity will not disappear. It will gain more traction and management must prepare to address them.

The five areas that Kumar and Pansari (2015) classified were useful in identifying problems in the company if addressed will enhance employee engagement. If employees are not satisfied, this can lead to less enthusiasm to work, lead to absenteeism, and poor work performance. If employees are not able to identify themselves to the organization they work for, this can lead to less commitment to take on more tasks for the company. Disloyal employees, on the other hand, may disclose company secrets to rival companies. All these can lead to poor employee performance and low morale of other employees. If any of these reaches management, it must be dealt with in the most tactful way.

Mencl and Lester (2014) argued that generations are more alike. So educating managers and training them to be able to handle a generational situation is a must. Managers must strive to emplace the "best place to work" attributes in their workplace to improve employee perspective, making them happy thus encouraging trust. Schullery, N. M. (2013) added that four generations of workers may work along each other as long as their diversity needs are met.

The four trends for the future of leadership development discussed by Petrie, N. (2014) list the probable swim lanes many employees will be following in the future. More and more

senior workers will strive on going for a vertical growth. Individuals will become more responsible for their own development and not wait for management. Employees will become more focused on doing work collectively than individuals. All these may require technological innovation to catch up and keep abreast with these demands.

Sarros et al (2014) mentioned that leaders must be conscious of their use of language to motivate. In assignment 5, I mentioned that to clearly articulate messages to employees for motivation, leadership must learn how to send it clear and simple, to use true-meaning messages, and if needed empathetic messaging to deliver an impactful and meaningful message.

Conclusion

The reflections done on the three framework was a very good exercise in getting a small research on the etiology of an article. But this is just the tip of an iceberg. There are so many ways to gather data. Quantitative and qualitative data analysis is a huge topic and I know that eventually they will be touched. Also discussed were a high-level analysis of current and past workplaces plus a reflection of this week's readings and assignment. All in all, this assignment is comprehensive and did its job of making me research employee commitment, motivation, and cultural intelligence.

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