

EMPLOYEES MOTIVATION: NECESSITY OF ORGANISATION OR WELFARE OF EMPLOYEE

Dr.Kiran Kumari*

ABSTRACT

In today's competitive world, the survival of any organisation does not depend only on investments made by it. For the success in such competitive world the all organs of the organisation must be taken together and shall be enriched like we nurture our investor's capital. Those days have gone when by simply looking into the needs of investors and making them satisfy was the whole key of success of every business. Ratan Tata rightly said in this aspect that making profit and keeping happy your investor can make your business grow but it will never make you a true businessman. One of the important organ of business machinery is its work force i.e. human capital. In years back, managing Human resource was limited up to Acquisition of right Human resource, making it trained and giving them their remuneration time. But now a day's management of human resource is more than all of it. Retention of Human Resource is becoming a great problem for businesses day by day. The question is what is the factor that lets employees to go and become the part of other organisation. The sole factor for this is Employees Motivation. The Employees do not look into the salary being offered to them. They also consider all those factors which motivate them to be into the organisation for the long term. More the employees leave an organisation, harder the success becomes for an organisation. This research has been undertaken with the object to find out the motivational factors and how those factors impact organisation. What is the role of employee's motivational factors on success of organisation? For the study a sample of few companies among the all industries has been taken and based on questionnaire pattern an analysis of employee's motivational factors has been undertaken. Based on research the researcher has concluded that by keeping aside the employee's motivation, the growth has impacted a lot and became as obstacle for organisation's success.

KEYWORDS: *Motivation, Organisational Cost, Remuneration Factor, Opportunities.*

Introduction

Every organisation wants to be Effective and efficient in its working, for being successful and to be on top in the industrial world. As we discussed Employees or Human Resource is one of the or else say most important Organ of Business Machinery. It is the only resource for which an organisation has to put efforts for retaining. That's why the companies has to ensure that all its employees are motivated truly, not in terms of salary but also in other terms including Job security, Growth opportunities, family protection and career advancement. There are several ways which could help management to boost employee's motivation including Job Rotation and Job Enrichment. Job rotation means Shifting workers from one task to other on a periodical basis, so that the work they do, does not become monotonous. Same as Job enrichment provides for increase in their actual work by motivating them such as additional pay or overtime allowance. In various studies it was observed that many of the organisations do not focus on increase in job ability requirements but focusing on increased compensation for staff. Even discrimination was also found based on nature of task they have been allocated with. Hence employees motivation is also divided due to reward in two different category. These are Intrinsic Motivation and

* Village & Post:-Mohaddipur, Nalanda, Bihar, India.

extrinsic Motivation. However the overall motivation of employees may include four major factors, which are Employee Engagement, Employee Satisfaction, Employee Commitment, and Employee possible intention to quit to the job. If an organisation works hard on all these factors, the employees retention do not remain a problem longer. However at the same time it also has to be ensured that the cost of organisation on adopting such Employees Motivational factros is so high, that the benefit accrue do not at all compensate the cost. Employee's motivation is related to Personnel management in such a way that with the lowest cost maximum output can be obtained from employees.

Review of Litreature

A number of literatures is available on this topic, but unfortunately availability of Indian Literature on the above topic is almost nil. Hence the literature reviewed by the researcher includes most of the foreign literature.

Mello1 2006 In this study the emerging importance People Management and Employees motivation has been discussed. The strategic Human resource Management is emerged as a result of increased international competition due to globalization of economy of the world. The demand for optimizing the cost and growing the skills has shorten. Due to this, the need for management of the people has increased significantly and on the priority basis.

Chanda and Shen 2009 It has been concluded by the researchers that following the Human resource Management strategies throughout the world has led the improved performance of both economic and non economic environment in the business world. They also concluded that by the advancement of the Human resource management studies around the globe will led the businesses with more powered and equipped with the optimum utilisation of the human power and thus resulting the growth of business and economy.

Singh & Pestonjee (1974) in their study about supervisory working styles, they found that supervisory function and style has a strong decisive influence on job satisfaction. They suggested that employees oriented supervisions leads a high level of satisfaction among the employees. On the other had the production centered style is leading to less satisfaction level and a high level of dissatisfaction.

Raymond E Miles (1975) In his study he found that the main task of the management of any organisation is to integrate various variable of the organisation such as Goals or its technology or its Structure, with its most valuable Asset which is Human Resource. Human resource does not include only Capabilities, but also includes Attitudes, Values, Needs and demographic Characteristics. Such integration if in proper way, than it givens a motivation to employees of the company with effective and efficient Socio Technical System.

Beardwell and Clark (2007) in his theory he suggested that Human Resource Management plays a significant and Strategic Role which have focus on objective measure of Human Resources with the whole target of achieving the Organizational Goals. With this the organisation maintains a level of trust among the employees which results in motivation and thus increase in overall efficiency.

Nankervis et al. (1999) It has been argued that the main goal of managing the human resources of any organisation is to ensure that in any organisation have large number of employees having varied nature of skills with the lowest time and cost and with those resources not only the current need is get fulfilled but also the future needs get fulfilled. For these purpose effective strategies is required for attracting and selecting and retaining productive employees and need to ensure that they all are highly motivated and happy. This overall development in the strategies of managing and motivating the human resource comes out in the form of Development of the organisation.

Beard Well and Claydon (2007) This has been found one of the best theory for employees motivation. His view was that the value of the development and use of human resource is due to the ability of certain function in jointly, and the ability to nourish and this is the ability which if develops a position where employees motivate as well competitors cannot easily copy and use.

Objectives of Study

Above study has been undertaken with the various objects. This includes:

- To study and obtain a conceptual look into importance of the motivational factors which are required to motivate the employees, in almost all kinds of industries.
- To evaluate the actual practices of employees motivation followed by leading corporates.

- To evaluate and measure the effect of employees motivation in development of the organisation.
- To evaluate and measure the effect of employees motivation in development of the Employee's growth.
- To give recommendations and suggestions for strategies to be followed for motivation process of the organisation.

Rational of Study

As we said in the literature review portion that although number of studies has been undertaken on this aspect but outside India. A very little research has been done on this aspect in India. The present study is undertaken with the view to boost up the present literature available along with covering those areas which never became the part of any study of any researcher. Areas which never been examined or considered will be an integral part of this study. Through this study we will enlighten the effect of various motivational factors on performance and will try to find out that whether there is any inter relation between motivation of employees and development of the organisation. With the finding of answers of the questions of the study, a sustainable competitive advantage for providing implications for the organisation will come into the picture. This will help the organisations to effectively implement the policies for the motivation of the employees.

Hypothesis for Study

In the present study following hypothesis has been taken for the purpose of the study.

H₀₁: There is no significant effect of employee's motivation on the development of the organisation.

H₀₂: There is no significant relation of the other Resources of the organisation with the Human Resource.

Research Methodology

Research Methodology is a way to select a problem based on some previous researches done on a specified subject or topic and putting questions to find their answer through a logical Process and use of systematic techniques and develop a series of answer, than finding out the solution to the problem.

Nature of Study

The Study is more descriptive and less specific. The research problem selected requires a descriptive evaluation of responses.

Sampling Technique

In the Present study the random sampling Techniques has been used for the purpose of selecting the sample. In the few selected industries based on above sampling technique further a random sample of employees has been taken to get the answer of questionnaire.

Sampling Design

In the present study statistical or descriptive research techniques has been applied. Descriptive research is a technique which finds out the answers of questions like who?, what?, where?, when? And how? Broadly the whole sample has been taken with the view to have similarities in the working style so that an uniform questionnaire can be developed.

Data Collection

The data of the study includes around 200 employees and 54 managers (From Human resource). For the study only those industries or organizations has been considered which has employees between 500 to 1000. The reason being doing so, is, it is difficult to small companies to work on those policies which need a substantial amount of expenses for employee's motivation. The research has been completed in two parts. In the first part personal interview method is adopted where personal interviews were taken from Chairperson, Directors, Senior Executives and HR Heads and other official representatives of the organisation. In the second stage survey was done through questionnaire from employees of the organisation from different sections of the organisation. Various questions has been asked to them such as

Question asked	Answers was in the form of
Whether they have Opportunity for career development	Yes/No We get opportunities for Career development and Promotion
Whether they have opportunity for Growth and promotion	Yes/No We get opportunities for Career development and Promotion
Is environment is good at work place	Yes/No We get good environment at workplace
Whether they get reward or promotion or appreciation and recognition for good work	Yes/No we get reward or promotion or appreciation and recognition for good work
Whether they feel secured for their job?	Yes/No we have Job Security
Whether They have facilities for their employees?	Yes/No we get good welfare facilities
Etc.	

Impact of the of the motivated employees has also been analyzed on various scale such as:

- They are giving good Productivity and quality and better efficiency,
- They are now ready to perform more than one Task
- They are feeling better with work-family life balance
- They got more carrier Opportunities etc.

Results and Analysis

From the responses received in questionnaire, from various employees of different companies has been summarized in the below table 1.

All Figures are in percentage

Factor Used to Analyses the Response	Response of Employees		
	Yes	No	Do not know
Whether they have Opportunity for career development	74	23	3
Whether they have opportunity for Growth and promotion	72	20	8
Is environment is good at work place	80	20	0
Whether they get reward or promotion or appreciation and recognition for good work	32	68	NA
Whether they feel secured for their job?	12	82	6
Whether They have facilities for their employees?	33	56	11

Analysis of Result

On analysis of table we observed that most of the companies has now come out with the plan of motivation for their employees. Most of the employees found to be satisfied with companies policies and work style. However in case of few companies, the situation is little remarkable on the negative side. As we can see in the first three factors employees of the most of the companies has found that their company is good in providing career and growth opportunity as well as making sure that a good working environment is available to them. But if we look into the job security factor and recognition for the good work, most of the companies failed in this aspect and it became biggest reasons for dissatisfaction among the employees and result employees attrition.

Table 2 Gives response of Mangers of those companies who has worked on employee's motivation and the result of the same have been noticed by the company.

Factor used to Analyses the Response	Response of Managers		
	Yes	No	Do not know
They are giving good Productivity and quality and better efficiency,	67	28	5
They are now ready to perform more than one Task	79	16	5
They are feeling better with work-family life balance	82	18	0
They got more carrier Opportunities.	71	28	1

Analysis of Result

As shown by the table 2, the companies who established the employee's motivation programme and followed them strictly, they got good result due to that. In case most of the companies employees started giving good productivity and better efficiency, they are also ready to perform more than one task i.e. multi functioning and more career opportunities they found in the company.

Conclusion

After going through with all this discussion, there is no need to say the it is today's business and competitive requirement to be more concern about employees. They cannot be treated simply as an asset which is paid off for their use. They need to be cared and motivated properly concerning the all aspects of their requirement and a proper concern has to be taken for them. Those who do not adopt this philosophy in their organization cannot expect a long term success.

Recommendations

Following are the certain factors that could contribute towards employee's motivation:

- There is should proper facility of training to employees before they join the work
- Work environment shall be in the favour of employees
- Top Management to other seniors in the company shall be liberal and polite towards the employees.
- Good welfare facilities shall be provided to them.
- Proper opportunities for Career advancement shall be available.
- Proper recognition, rewards, appreciation shall be given for employees good work.
- Job security shall be provided.
- Salary and other benefit shall be revised on periodical basis.

References

- ✕ "Effective Leadership and productivity. Evidence from a national survey of industrial organization". African Journal for the study of Social issues, 1:38-46. Nwachukwu, C.C.(2004).
- ✕ "Role of Labor in Productivity". Nigeria Journal of Industrial Relation, 5: 50-58 Akerele, A. (2001).
- ✕ "Role of Labor in Productivity". Nigeria Journal of Industrial Relation, 5: 50-58 Akerele, A. (2001).
- ✕ "Sources of Motivation among Nigerian managers" Journal of Social Psychology 125: 341-345. Eze, N. (2009)
- ✕ Cornell Hotel and Organisation Administration Quarterly, 42 (1), 14-20. Lynn, M. (2001). Organisation tipping and service quality: a tenuous relationship.
- ✕ European Journal of Social Sciences, 15(1), 129-139.
- ✕ Human resources management, Lagos: Saban Publishers. Banjoko, S.A. (2010).
- ✕ International Journal of Hospitality and Tourism Administration, 5 (3), 1-14. Dermody, M., Young, M., & Taylor, S. (2004). "Identifying job motivation factors of organisation servers: insight for the development of effective recruitment and retention strategies."
- ✕ Job Satisfaction: Effect on job characteristics. Unpublished Mcs Dissertation University of Lagos, Nigeria.Egwurudi, P.C. (2008).
- ✕ Journal of Economic Perspectives, 3 (4), 99-117. Elster, J. (1989). Social norms and economic theory.

