



# STUDY ON FACTOR AFFECTING MOTIVATION OF EMPLOYEES

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## ABSTRACT

*This major research project entitled as “Study on Factor Affecting Motivation of Employees” was done to find out the factors which will motivate the employees. The study undertakes various efforts to analyze all of them in great details. From the study, the study was able to find some of the important factors which motivate the employees.*

*Factors like financial incentives and non financial incentive, performance appraisal system, good relationship with employees; promotional opportunities in the present job, employee participation in decision making are very much effect the level employee motivation. It is also clear from the study that the organization is so eager in motivating their employees and their present effort for it so far effective.*

*Motivating employees starts with motivating yourself it's amazing how, if you hate your job, it seems like everyone else does, too. If you are very stressed out, it seems like everyone else is, too. Enthusiasm is contagious. If you're enthusiastic about your job, it's much easier for others to be, too. Also, if you're doing a good job of taking care of yourself and your own job, you'll have much clearer perspective on how others are doing in theirs. A great place to start learning about motivation is to start understanding your own motivations. The key to helping to motivate your employees is to understand what motivates them. So what motivates you? Consider, for example, time with family, recognition, a job well done, service, learning, etc. How your job is configured to support your own motivations? What can you do to better motivate yourself?*

***Keywords- financial incentives and non financial incentive, performance appraisal system, good relationship with employees, promotional opportunities***

## I. INTRODUCTION

This major research paper entitled as “Study on Factor Affecting Motivation of Employees” was done to find out the factors which will motivate the employees. The study undertakes various efforts to analyze all of them in great details. From the study, the study was able to find some of the important factors which motivate the employees.

Factors like financial incentives and non financial incentive, performance appraisal system, good relationship with employees; promotional opportunities in the present job, employee participation in decision making are very much effect the level employee motivation. It is also clear from the study that the organization is so eager in motivating their employees and their present effort for it so far effective.



An issue which usually generates a great deal of attention from most managers, administrators and those involved in Human Resources Management is the issue of how to successfully motivate employee. While it is true that aspects like staff recruitment, controlling, managing, leading, and many more are of great importance to the success of an organization, Employee Motivation is generally considered a core element in running a successful business."

### 1.1 Motivation

Motivating employees starts with motivating yourself it's amazing how, if you hate your job, it seems like everyone else does, too. If you are very stressed out, it seems like everyone else is, too. Enthusiasm is contagious. If you're enthusiastic about your job, it's much easier for others to be, too. Also, if you're doing a good job of taking care of yourself and your own job, you'll have much clearer perspective on how others are doing in theirs. A great place to start learning about motivation is to start understanding your own motivations. The key to helping to motivate your employees is to understand what motivates them. So what motivates you? Consider, for example, time with family, recognition, a job well done, service, learning, etc. How your job is configured to support your own motivations? What can you do to better motivate yourself?

### 1.2 What Motivates Employees?

Every person has a different reason for going to work. These reasons are as individual as whichever person you may ask. But all of the reasons for working share a common thread. We all obtain something from work we need.

1. **Empowerment:** Feeling trusted and empowered is a tremendous motivator.
2. **Growth:** Feeling that they are growing and developing personally
3. **Inclusion:** 'To belong' is a fundamental need, whether as a member of a family, peer group, network, team or company. It's human nature to want to be on the inside, not the outside.
4. **Purpose:** Today people care more about what happens tomorrow, and want to contribute to ensuring the future of our children, and the health of our communities and planet.
5. **Trust:** the fabric that holds it all together and makes it real.

### 1.3 Types of Motivation

- **Achievement:** This is the motivation of a person to attain goals. The longing for achievement is inherent in every man, but not all persons look to achievement as their motivation..
- **Incentive motivation:** This motivation involves rewards. People who believe that they will receive rewards for doing something are motivated to do everything they can to reach a certain goal.
- **Fear motivation:** When incentives do not work, people often turn to fear and punishment as the next tools. Fear motivation involves pointing out various consequences if someone does not follow a set of prescribed behaviour.
- **Natural Motivation:** Motivation is the most common type of motivation and happens the most often. It is the motivation people get when naturally motivated.



- **Socialization:** Some people consider socialization to be their main motivation for actions. This is especially evident in the situation of peer pressure. Some people are willing to do anything to be treated as an equal within a group structure.

#### 1.4 Methods of Motivation

- **Empowerment - Creativity And Innovation**
- **Learning**
- **Quality Of Life.**
- **Monetary Incentive -**
- **Other Incentives –**

#### THEORIES OF MOTIVATION

##### Maslow's Hierarchy of Needs Theory:

The first item in the integrated model is 'needs', since motivation starts with needs This theory was proposed by Abraham Maslow and is based on the assumption that people are motivated by a series of five universal needs.

- **Physiological:** Basic needs of hunger, thirst, shelter, sex and other body needs.
- **Safety:** security and protection from physical and emotional harm
- **Social:** affection, belongingness, acceptance and friendship
- **Esteem:** Need for both self esteem(self respect, autonomy and achievement) and external esteem (status, recognition and attention)
- **Self-actualization** the drive to become what one is capable of becoming: includes growth, achieving one's potential, self fulfillment.

##### HERZBERG'S TWO-FACTOR THEORY

**Frederick Herzberg's two-factor theory, also known as the motivation-hygiene theory or intrinsic/extrinsic motivation.**

- **Hygiene factors.** These are factors whose absence motivates, but whose presence has no
- Perceived effect. They are things that when you take them away, people become dissatisfied and act to get them back. A very good example is heroin to a heroin addict. Long term addicts do not shoot
- up to get high; they shoot
- up to stop being sick -- to get normal. Other examples include decent working conditions, security, pay, benefits (like health insurance), company policies, interpersonal relationships. In general, these are extrinsic items low in the Maslow/Alderfer hierarchy
- **Motivates.** These are factors whose presence motivates. Their absence does not cause any particular dissatisfaction, it just fails to motivate. Examples are all the things at the top of the Maslow hierarchy, and the intrinsic motivators.

##### Expectancy Theory (Vroom)

Motivation = expectancy \* instrumentality \* valence



M (motivation) is the amount a person will be motivated by the situation they find themselves in. It is a function of the following.

E (expectancy) = the person's perception that effort will result in performance. In other words, the person's assessment of the degree to which effort actually correlates with performance.

I (instrumentality) = the person's perception that performance will be rewarded/punished. I.e., the person's assessment of how well the amount of reward correlates with the quality of performance.

V (valence) = the perceived strength of the reward or punishment that will result from the performance. If the reward is small, the motivation will be small, even if expectancy and instrumentality are both perfect (high).

## **II. OBJECTIVES OF THE STUDY**

### **1. General Objective:**

The main objective of this study is to know the factors affecting motivation of employees in Private Organization”

### **2. Specified Objectives:**

- To know the level of motivation in Private Sector.
- To study level of financial motivation non financial motivation
- The communication between private organization & its employee.
- The work environment, pay & benefits of employee.
- The personal growth & development of employee

## **III. LITERATURE REVIEW**

**Davis et al. (1985.)** Employee motivation represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place

**Bassett-Jones & Lloyd (2005,p 932)** suggests that the “content theorists led by Herzberg, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli. On the other hand, process theory, where victor Vroom was the first exponent considers how factors internal to the person result in different behaviours. From the focus point of these two groups, one could observe that the process theories attempt or try to understand the thinking processes an individual might go through in determining how to behave in a workplace.

**Kalimullah et al, (2010).**Motivation is derived from the word “motivate”, means to move, push or influence to proceed for fulfilling a want.

**Farhad et al, (2011).** It symbolizes those psychological procedures that foundations the stimulation, route, and determination of deliberate actions that are target oriented.

**Chowdhury.M.S, (2007).** Also motivation is a progression of moving and supporting goal-directed behavior. It is an internal strength that drives individuals to pull off personal and organizational goals

**Lefter et al, (2008)** Motivation is a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing some definite targets (Kalimullah et al, 2010).The motivation of an individual envelops all the motives for which he selects to operate in a definite approach).

**Hajieh Rajabi Farjad and Shahrnaz Varnous (2013)** found that there is a significant relationship between dimensions of Quality Work Life , (salary and allowances, health security and work conditions, growth opportunities and future development, balance between work and other life aspects, cooperation and significant social aids, social cohesion in work, development of human capabilities) and Organizational commitment .

**Natarajan C. and Kiruthika V.(2013)** in their study of “Factors Contributing Quality of Work Life Of employees In Select Magnetite Companies: An empirical Study” revealed that there is no significant relationship among the acceptance level of the respondents belonging to different genders, age groups, educational status, monthly salary, length of service and company they belonging to towards factors contributing to Quality of Work Life of employees in select magnetite companies in Salem district.

**Baleghizadeh Sasan and Gordani Yahya (2012)** investigate the relationship between Quality of Work Life and teacher motivation among 160 secondary schools teacher, teaching English as a foreign language (EFL) in Tehran, Iran and found that the participants enjoyed a medium level of Quality of Work Life and experienced a medium-to-low level of motivation. In addition, a significant relationship was found between motivation and Quality of Work Life categories.

**Chib Shiney (2012)** studied “Quality of Work Life and Organizational Performance Parameters at Workplace” The findings of the study conducted revealed that QWL has significant relationship with organizational performance. The QWL variables included company health and safety policy, workers’ free lunch, workers transport facility, maternal leave with salary for female workers, providing job related training, availability of leave, family life, living accommodation by employer and healthy & hygienic living accommodation.

**Dhamija Pavitra and Singla Anju(2012)** attempted an study to examine the relationship between Quality of Work Life and Job Satisfaction with special reference to selected banks in Chandigarh. Data has been collected through standardized questionnaires from bank employees (public and private banks) located at Chandigarh, found that there is a positive relationship between Quality of Work Life and job satisfaction.

**Dousti M., Abbasi M. and Khalili A. (2012)** studied to determine the Relationship between Quality of Work Life and organizational commitment of employees of Youth and Sport Department of Mazandaran province. The research was descriptive and correlation study. The employees of the general office of Sport and Youth of Mazandaran Province were selected the samples of the study. The results indicated that there is a significant relationship between Qualities of Work Life with organizational commitment. The feeling, desire, happiness at work, belonging and independence of occupational status affected the Quality of Work Life,

## **IV. RESEARCH METHODOLOGY**

### **4.1 Research design-**

The design of research that was selected for the project is “**Descriptive or Survey research design**”. It attempts to describe and explain conditions of the present by using many subjects and questionnaires to fully describe a phenomenon.

#### **Data collection method:**

The study was include both primary and secondary data.

- **Primary data:** All primary data for the study was collected with the help of questionnaires.
- **Secondary data:** All Secondary data was collected from websites, Magazine, books and some other relevant sources.

**Data Tool Construction:**

The tool that was used for collecting the data for the study is questionnaire. A questionnaire is simply a formalized schedule to obtain and record specified and relevant information with tolerable accuracy and competency. Data was collected through a specially designed questionnaire for the present study.

**Data Analysis Technique:**

The analysis of the results was depicted in the form of pie charts (in percentage (%) form).

**Sample Size:** Sample size of 50 employees was taken for the primary data collection

**Personal information shows gender wise distribution of respondent:**

Male – 31

Female -19

**Table 1.2 show age wise distribution of respondent.**

Age	Frequency	Percentage (%)
18 to 30 years	15	30%
31 to 40 years	18	36%
41 to 50 years	11	22%
51 & Above years	6	12%

**1.3 Table shows present salary and increment of the respondent**

Employee response	Frequency	Percentage (%)
Below 15000	19	38%
16000 to 30000	20	40%
31000 to 50000	8	16%
50000 & Above	3	6%

**Employee Motivation information**

**Q.1. I am satisfied with the present salary and increment given to me.**

Employee response	Frequency	Percentage (%)
Strongly agree	6	12%
Agree	25	50%
Neutral	2	4%
Disagree	11	22%
Strongly disagree	6	12%

**Q.2. I think that financial or financially related reward system in my organization is fair and satisfactory**

Employee response	Frequency	Percentage (%)
Strongly agree	5	10%
Agree	26	52%
Neutral	5	10%
Disagree	11	22%
Strongly disagree	3	6%

**Q.3. The training I received helped me to do my job better**

Employee response	Frequency	Percentage (%)
Strongly agree	23	46%
Agree	21	42%
Neutral	4	8%
Disagree	2	4%
Strongly disagree	0	0%

**Q.4. I am satisfied with the general amenities like toilet facilities**

Employee response	Frequency	Percentage (%)
Strongly agree	14	26%
Agree	31	62%
Neutral	3	6%
Disagree	1	2%
Strongly disagree	1	2%

**Q.5. My relation with my superior peers and subordinates are good.**

Employee response	Frequency	Percentage (%)
Strongly agree	11	22%
Agree	28	56%
Neutral	8	16%
Disagree	3	6%
Strongly disagree	0	0%

**Q.6. I am satisfied with the workplace provided to me**

Employee response	Frequency	Percentage (%)
Strongly agree	8	16%
Agree	27	54%
Neutral	1	2%
Disagree	10	20%
Strongly disagree	4	8%

**Q.I Q.7. I am satisfied with my remuneration**

Employee response	Frequency	Percentage (%)
Strongly agree	8	16%
Agree	12	24%
Neutral	4	8%
Disagree	14	28%
Strongly disagree	12	24%

**Q.8 I am satisfied with my appraisal system**

Employee response	Frequency	Percentage (%)
Strongly agree	10	20%
Agree	8	16%
Neutral	9	18%
Disagree	11	22%
Strongly disagree	12	24%

**Q.9. I am satisfied with the medical facilities**

Employee response	Frequency	Percentage (%)
Strongly agree	32	64%
Agree	16	32%
Neutral	2	4%
Disagree	0	0%
Strongly disagree	0	0%

**Q.10 I receive rewards and recognition for work well done**

Employee response	Frequency	Percentage (%)
Strongly agree	15	30%
Agree	21	42%
Neutral	4	8%
Disagree	9	12%
Strongly disagree	1	2%

**Q.11. Is the reward and punishment system effective?**

Employee response	Frequency	Percentage (%)
Strongly agree	4	8%
Agree	12	24%
Neutral	2	4%
Disagree	29	58%
Strongly disagree	3	6%

**Q.12. My job content and responsibilities are appropriate ( not over loaded or not under loaded) for me**

Employee response	Frequency	Percentage (%)
Strongly agree	19	38%
Agree	11	22%
Neutral	6	12%
Disagree	13	26%
Strongly disagree	1	2%



**Q.14. My superiors pay attention to our grievances**

Employee response	Frequency	Percentage (%)
Strongly agree	8	16%
Agree	30	60%
Neutral	6	12%
Disagree	6	12%
Strongly disagree	0	0%

**Q.15. My superiors motivate me**

Employee response	Frequency	Percentage (%)
Strongly agree	7	14%
Agree	16	32%
Neutral	8	16%
Disagree	18	36%
Strongly disagree	1	2%

**V. FINDINGS**

**1. Personal information.**

- Most of respondent 36 % (n=18) were belongs to age-group of 31 -40 Years,
- Most of respondent 40% (n=20) were belongs to salary of 16000 to 30000
- Majority of the respondent 44 % (n=22) works in span of (6-10) years.

**2. Employee motivation information**

- Majority of respondent 50% (n=25) agree with present salary and increment.
- Majority of respondent 52% (n=26) agree with financially related reward system
- Majority of respondent 36%(n=18)agree with appropriate work is given to him
- Majority of respondent 52 % (n=26) were strongly agree with working condition.
- Majority of respondent 46 % (n=23) were strongly agree with training helpful and.42 % (n=21) were s agree with training helpful
- Majority of respondent 62 % (n=31) agree with general amenities like toilet
- Majority of respondent 54 % (n=27) were satisfied with the workplace..
- Majority of respondent 24% (n=12) strongly disagree with their appraisal systems

- Majority of respondent 70% (n=28) were organization helps me in all possible 20%(n=8)organization helps me in all possible .
- Majority of respondent 28% (n=14) strongly agree that they feel it is high time to get promotion
- Most of respondent 64% (n=32) strongly agree and 32% (n=16) agree with the medical facilities
- Majority of respondent 42 % (n=21)agree with rewards and recognition for work well done
- Most of respondent 38% (n=19) were my job content and responsibilities are appropriate for me.
- Majority of respondent 60% (n=30) were agree superiors pay attention to our grievances

## **VI. SUGGESTION**

- In the private sector employees feel that the salary structure is very good but give amount is not satisfactory. 52%of the employees are satisfied by their salary and increment, financial reward. as it is very low rate
- 65% of employees are satisfied with recognition programs and performance appraisal system. But 35%of the employee is still feeling that the performance appraisal system and recognition programmer are not proper. Hence HR department should know why the employees are not satisfied whit the performance appraisal system and which type of recognition program me they want in future.
- The higher numbers of employees have given positive response but still there is scope for improvement.
- The HR department should make the job more challenging. Exciting and meaningful by the factor like goal setting. Creative work. Job rotation. Skill diversity.
- As there is an active participate an of employees in decision making but rarely the suggestions given by them are drown In action. Hence the confidences of employees gets demotivate. So to motivate the employees management can take into consideration some proper suggestions given by the employees.

## **VIII. CONCLUSION**

All the conclusions are drawn based on analysis and interpretation of the data regarding the motivation of the employees in private organization.

- From the study it is clear that the higher percentage of employees are happy with the freedom at work given by management but only some of them are not feeling motivation with the freedom at work place.
- This study shows that only few employees strongly feel that the working hours decided by organization are most convenient for them. It is concluded that near about all employees are motivated with implementation of rules and responsibilities. And only some of them are not seems to be motivated with the implementation rules and responsibilities. Therefore it shows that implementation of rule and responsibility is done fairly
- By this study it is clear that various faction which influences motivation and productivity of the employees each as Social Security measures, welfare facilities, salary status, Bonus, heath condition, shift system and recognition of work are getting much importance.
- 65% of employees are satisfied with recognition programs and performance appraisal system. But 35%of the employee is still feeling that the performance appraisal system and recognition programmes are not proper. Hence HR department should know why the employees are not satisfied whit the

To conclude employee motivation plays very important role in every organization. Good employee motivation helps to success of the organization. From the financial and nonfinancial reward system make motivation in complete picture.

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