



A STUDY OF LINKAGE BETWEEN EMPLOYEE MOTIVATION & ORGANIZATIONAL POLICIES

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Abstract: This study attempts to gain a first-hand understanding of the state of satisfaction and motivation of people working in various sectors in the state of Gujarat. For this purpose, a detailed and exhaustive survey comprising of questions covering various aspects of human motivation was charted and the same was circulated amongst employees of all the categories employed in various parts of Gujarat. A total of 55 responses were collected which has been used to conclude the findings of the investigation. Results obtained point out clearly towards the fact that the 21st century employee demands fair and equal treatment at his/her workplace in the absence of which he/she has the option to search for better employment opportunities in terms of tangible and intangible benefits.

Keywords: Satisfaction, Motivation, Engagement, Encouragement, Employee, Employer.

I) INTRODUCTION

Satisfaction and Motivation are the two faces of same coin. Psychology defines satisfaction as fulfilment of one's desires, feeling of contentment and optimism. Satisfaction of an individual is largely a dependent variable which depends upon one's surroundings, friends, relatives, family, office environment etc. Satisfaction is seen an ever-flowing nourishing fluid or a hormonal release in the mind of an individual which makes him/her feel contented about his overall existence. Motivation is something which finds its roots in the terrain of satisfaction. A satisfied person can be easily motivated to achieve or accomplish a task or challenge. In this complex and VUCA world where every single day brings forth a new set of challenges for an individual, it has become all the more important for the Human Resource (HR) functions of the organizations to not only keep a close tab on the motivational level of its employee base but also to keep on stimulating it by designing several organizational development interventions on timely basis.

I.1) Overview of Gujarat service sector

It is a well-known fact that Gujarat hosts one of the largest bases of manufacturing industries in India. Gujarat is home to a wide variety of manufacturing industries such as Automobile, Chemicals, fertilizers, pharmaceuticals, cement, textile, pigments, dyes, food, dairy, gems and jewellery etc. Well known industrial houses such as Reliance, Aditya Birla, TATA, Adani, Zydus have been successfully operating their businesses in the Gujarat region and have been providing employment to scores of people. Several well-known multi-national organizations such as Bayer, UPL, Toyota, Hitachi etc. have been operating in the state for more than a decade. Gujarat's industrial sector comprises of 6, 03,000 MSME industries which employ close to 38, 50,000 people. Since Gujarat's industrial sector provides employment to a large section of educated professionals such as Engineers, Technicians, Chartered accountants and other such skillful individuals, it becomes important to study various factors which contribute to their motivational factors in their work field. The fact that such skillful professionals who have come from various parts of Gujarat and India whose contribution in the success of the industrial sector of Gujarat is paramount, makes them an important aspect for a researcher to be studied.

II) OBJECTIVES

- 1) To study the level of employee motivation in the Gujarat region.
- 2) To understand various driving forces which contribute to the satisfaction of an employee.
- 3) To suggest remedial measures to overcome lack of motivation.

III) BACKGROUND OF STUDY

Given the increasing level of complexity and challenges which an individual has to endure in order to sustain and run his/her family affairs, employee motivation has become one of the most significant parameters and a buzzword in the office space. In his research paper titled- "Employee Motivation from Performance appraisal implications" Sanyal *et al* (2014) says that a person, apart from his regular and ever-increasing office work load, also have to take care of his family needs and aspirations. In order to successfully carry out responsibilities at home and office alike, a person needs the emotional tonic of motivation from his employers in various tangible and intangible forms. An employer of 21st century has become aware of the mindset of his employee and therefore has begun to factor "employee motivation" in his scheme of things. Today, employers like Google, Microsoft and host of other organizations have set up benchmarks in the domain of employee satisfaction. Well-designed office spaces, employee friendly HR policies, work from home, free meals, food coupons etc. have become norm of the day. Today, a professional before joining an organization, apart from his pay package, is also interested to understand whether his employer is a good employer or not. Today, organizations are competing with each other to hunt the talent based on the intangible benefits which they are able to provide to their employees which ultimately has a strong bearing on the motivation of an employee. "A satisfied employee is a motivated employee and vice versa." This statement becomes the basis of this study.

IV) PROBLEM STATEMENT

The study aims to understand and identify various parameters which contribute to the overall satisfaction and motivation of an employee engaged in full time activities in an organizational set up.

V) HYPOTHESIS

There are several assumptions which have been made while undertaking this exercise:

- 1) There is an association between organizational development and employee motivation.
- 2) There is an association between Rewards and employee motivation.
- 3) There is an association between Empowerment and employee motivation.
- 4) There is an association between working Environment and employee motivation.

VI) RESEARCH METHODOLOGY

VI.1) Research Design:

Since the study aims to diagnose the driving force behind the level of motivation of an employee on the work field, Diagnostic Research Design has been used for this purpose.

VI.2) Sources of Data:

For the study undertaken, people who have been employed in various parts of Gujarat in various organizational sectors were targeted as our source of data.

VI.3) Data Collection method:

The preferred method for data collection has been Survey method which involved a detailed questionnaire to probe the employees about how they felt and perceived their various organizational initiatives vis-à-vis their motivation at the work place. Non random sampling technique was employed for the purpose.

VI.4) Data collection instrument:

For collecting data from employees working in various parts of Gujarat, Google survey form was created and was circulated amongst people on their email ID's, Whatsapp chat groups, Facebook messenger etc.

VI.5) Sample Size:

A sample size of 50-60 employees was targeted and resultantly, data from 55 employees was obtained successfully who were employed in various sectors in Gujarat such as manufacturing, academics, hospitality, banking etc.

VII) DATA ANALYSIS & INTERPRETATION

The data collected involves equal participation of both male and female employees working in various sectors. The age group of employees covered in this study falls in the bracket of 24-50 years. The sample is fairly represented by both male and female employees of both white- and blue-collar category.

For the sake of protecting the identity and respecting the privacy of the employees covered under the survey, their employment details like the name of the employee and the organization, designation etc. have not been mentioned anywhere in the research. However, responses obtained from employees are currently employed in some well-known and reputed organizations doing business in Gujarat region.

All regions of Gujarat viz Eastern, Western, Northern and Southern Gujarat have been covered appropriately. Employees working in various formal and organized sectors such as manufacturing, academics, hospitality, aviation, banking & finance, medicine etc. have been covered.

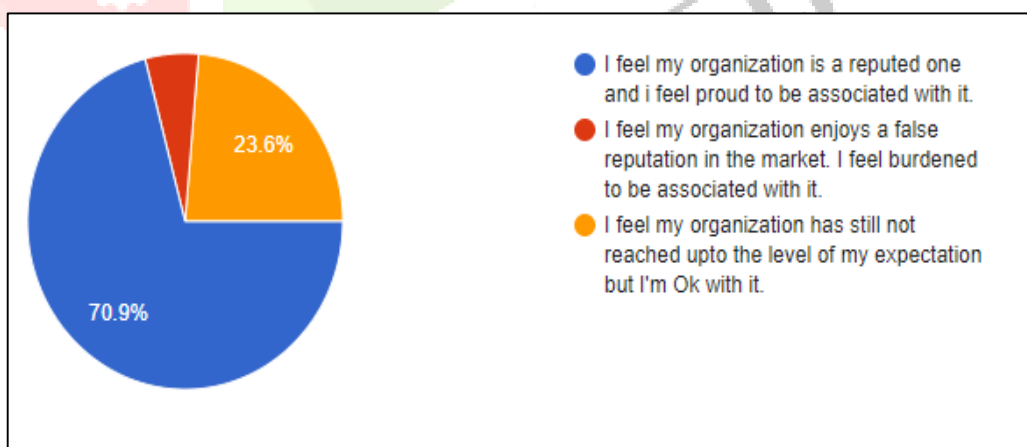
All the employees covered were literate and possessed a minimum of bachelor's degree in their relevant field. Out of this sample size, 20% had master's degree as well. All the employees covered were earning salary in the bracket of Rs. 15,000 – 55,000 per month. 10% of employees covered were unmarried while the rest were married with minimum 1 and maximum of 2 kids to look after apart from parental responsibilities.

With reference to their work experience, all employees had experience of more than 2 years while 30% of the employees had experience of more than 5 years. Two employees covered had work experience of more than 10 years.

The survey circulated amongst 55 employees tried to capture responses and thoughts on various organizational issues and HR policies which have a direct and indirect impact on the motivation of employees. Based on the responses received, a breakdown of responses received is discussed below:

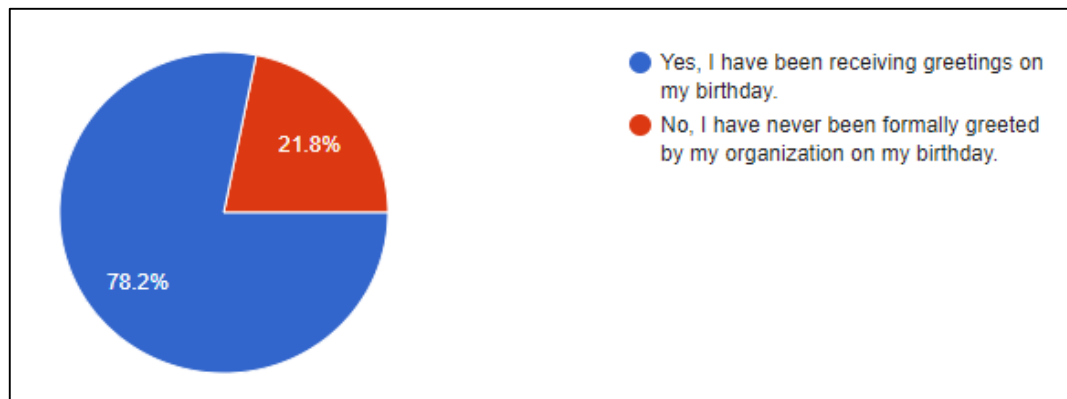
VII.1) Brand image

It is a well-established fact that any employee feels good about their association with a branded or reputed firm which impacts their motivation and their social standing amongst their peers, friends and relatives. As per responses received, 72% of employees strongly felt that their organization is a reputed one which makes them feel good about their association while 22% felt that their organization is not a well-known entity but it does not impact their motivation. 6% of employees covered strongly felt that their organization enjoys a false reputation in the market and that their organizational policies does not resembles the image which the organization happens to enjoy in the market.



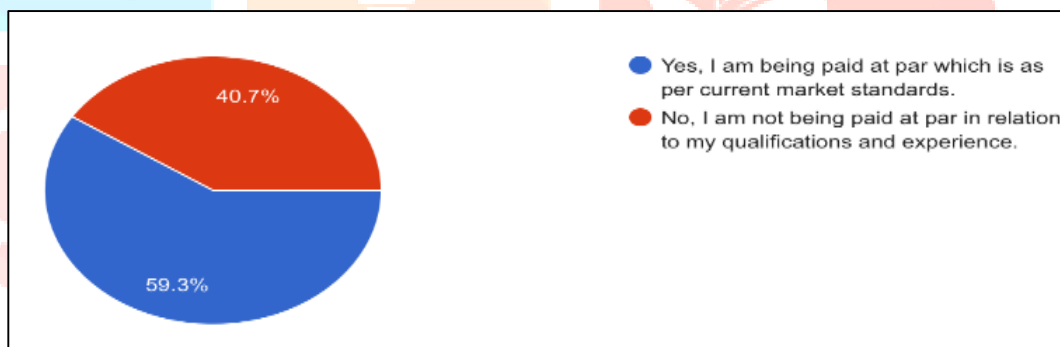
VII.2) Birthday greetings

Any individual feels good when he/she is greeted on his/her special occasions such as Birthdays, work anniversary etc. Responses received from employees indicate that a good 78% of employees are constantly greeted by their organization on their momentous occasions such as birthdays etc. while 22% of employees responded that their organization never cares to greet them on any such occasions making them feel less important.



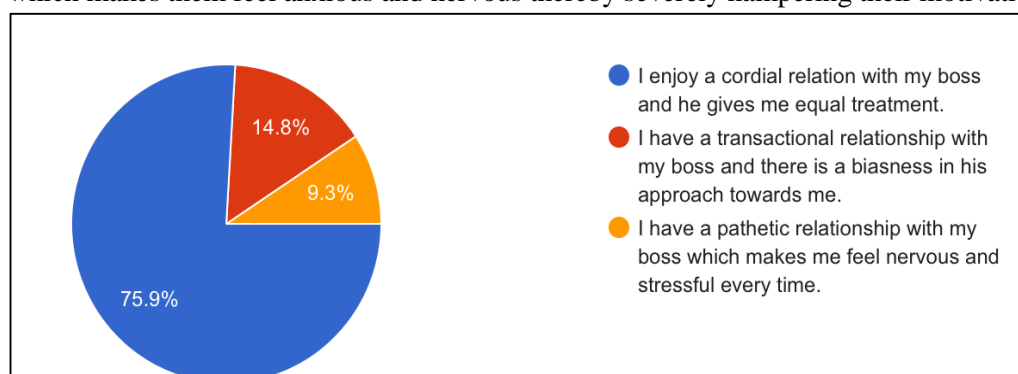
VII.3) Pay package

Compensation received by an employee is an extremely significant factor which heavily contributes to the overall motivation of the employee. Apart from this, pay parity is another significant factor which an employee feels strongly about. Research conducted in the past worldwide have indicated that more than the compensation figure earned by an individual, it is the equality in the pay which makes an employee feel satisfied and keeps him motivated. 60% of the employees covered in the survey gave thumbs up to the fact that their organization is paying them as per their abilities and at par with their counterparts working in the same sector while 40% expressed a strong displeasure towards their organizational compensation policies and voiced that they are underpaid and feel disrespected in this area.



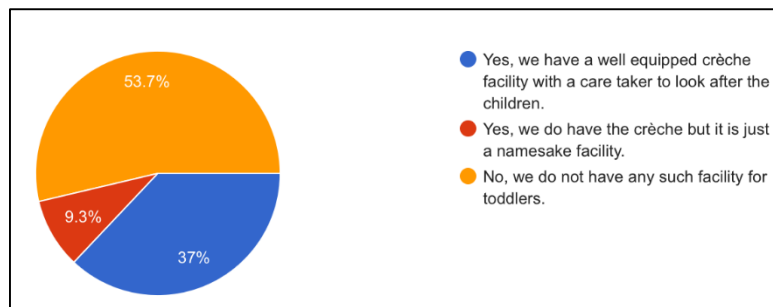
VII.4) Relation with reporting manager

Behavior and attitude of one's reporting manager (boss) towards his subordinate is known to heavily impact the motivation of an individual employee. Much of the attrition happening across the organizations has its roots in poor or sub-standard treatment received by the employee from his boss. 76% individuals covered in the survey voiced that they enjoy a cordial relation with their reporting manager which lets them act independently while 14% voiced that they have more or less transactional relation with their manager which lacks warmth and emotion. 10% of the remaining employee covered expressed their displeasure towards poor treatment received by them through their manager which makes them feel anxious and nervous thereby severely hampering their motivation.



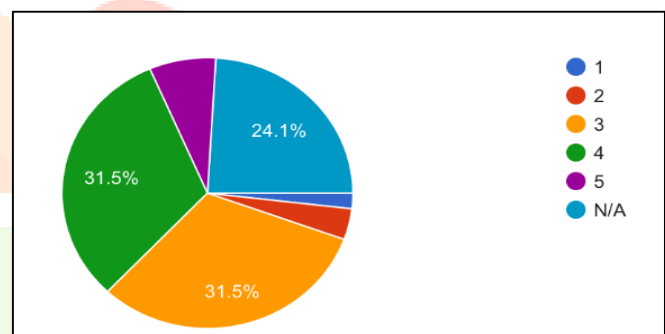
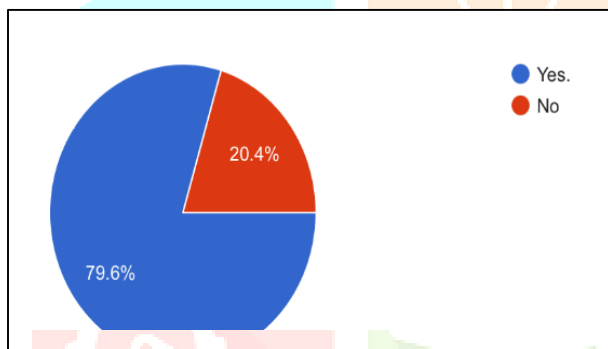
VII.5) Availability of Crèche

Crèche has become a much-needed facility at the workplace from the point of view of taking care of new born babies of female employees while they are engaged in their work. 37% of female respondents have adequate crèche facility at their workplace while 54% female employees do not have any such facility given by their organization. 10% female employees have responded that their organization has provided with such facility but it's not adequate enough and is just for namesake purpose.



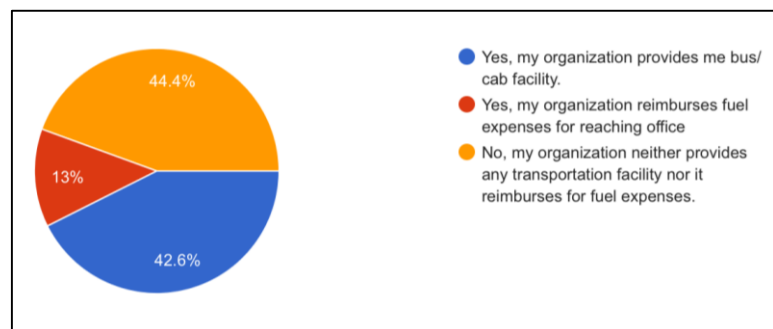
VII.6) Refreshment and recreational facilities

Refreshments in the form of tea, coffee, soft drinks, snacks etc. are provided by almost every organization. However, its quality matters the most. Also, these days, organizations have started providing in-house gymnasiums, library etc to its employees as part of employee well-being initiatives. Almost 80% of respondents have responded that their refreshment facilities are adequate while 20% of them have voiced that such facilities are lacking quality at their workplace or are virtually absent.



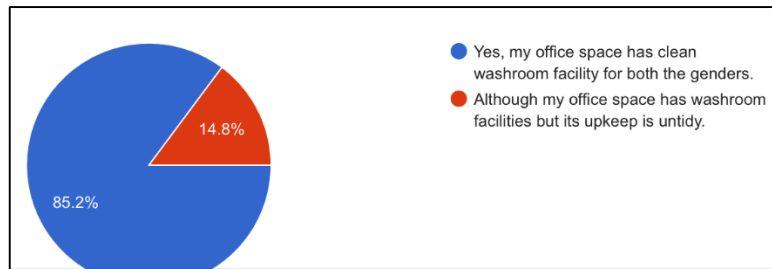
VII.7) Transportation facilities

Commutation is part and parcel of reaching the workplace and therefore many organizations either provide transportation facilities to its employees or provide fuel reimbursement. 42% of employees are getting transportation facility arranged by the organization while 13% employees who use their own vehicle to reach their workplace have said that their organization provides them with fuel reimbursement subject to submission of fuel bill. 44% of employees covered however have said that their organization neither provides any transportation nor fuel reimbursement making them bear the cost of transportation.



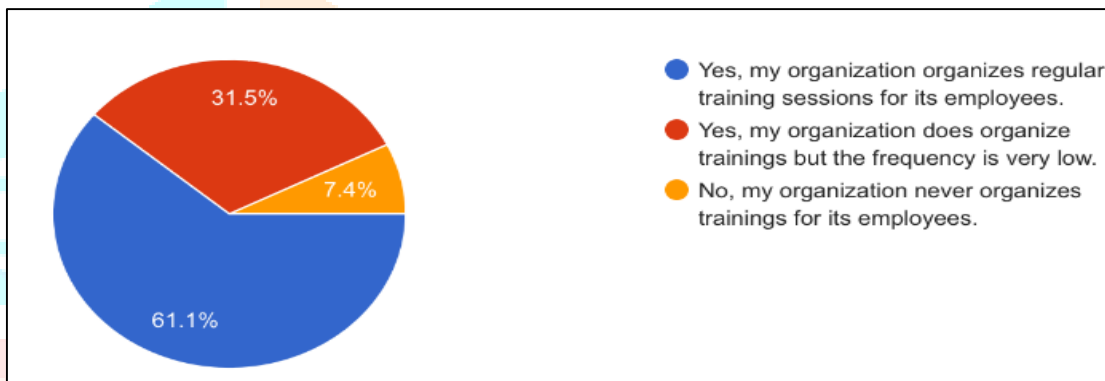
VII.8) Restroom facilities

Restroom or washroom facilities are compulsory as per the Factories Act. A good 85% of employees have given thumbs up to their organization for providing adequate and clean washroom facilities for both male and female while the rest 15% say that such facilities at their workplace need a lot of improvement.



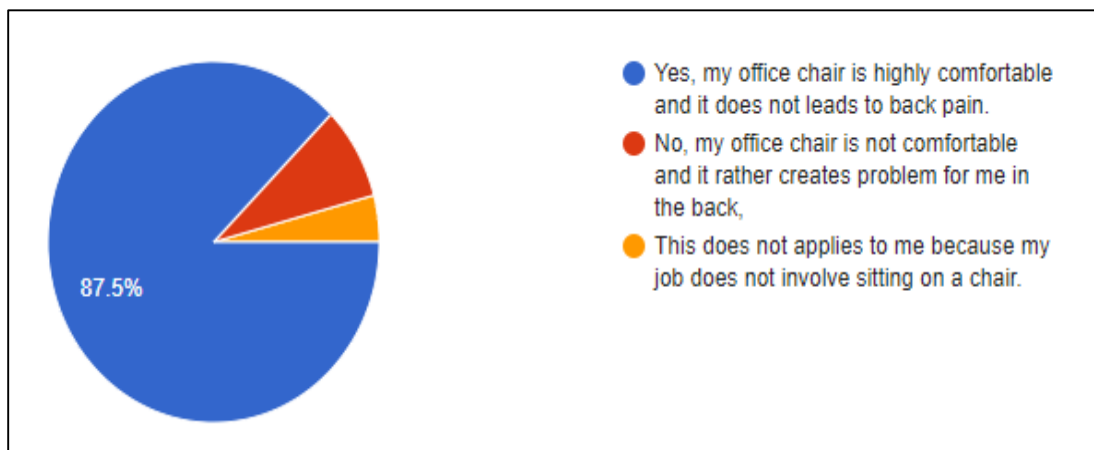
VII.9) Training & development

Organizations have woken up to the reality of imparting trainings to its employees in order to improve their productivity and to meet future challenges. Trainings are largely given in two domains- technical (functional) and behavioral or motivational. 61% employees have responded that their organization regularly organizes training sessions which help them to uplift their existing skill set. 32% employees felt that their organization does not takes training seriously while the remaining 8% employees have stated that their organization never organizes any such training session.



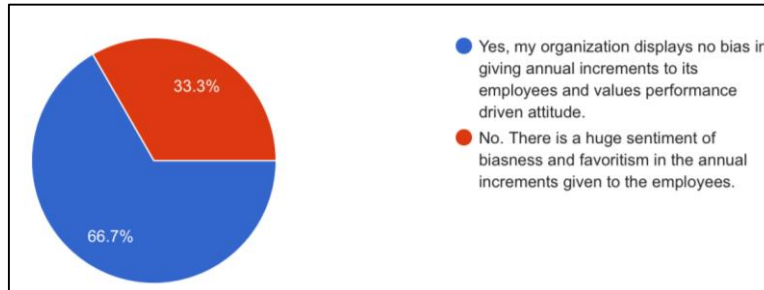
VII. 10) Ergonomics

Ergonomics plays avital role in an individual’s daily work life. If the work involves going through difficult physical postures or sitting on an uncomfortable chair etc., it will lead to work place fatigue. In order to avoid this, organizations provide their employees with comfortable furniture such as well-designed tables and chair etc. which ensure that an employee feels comfortable throughout. A good 91% of employees covered feel that they have been provided with decent set of furniture’s which makes them feel at ease while a minority of employees have voiced their opinion as negative.



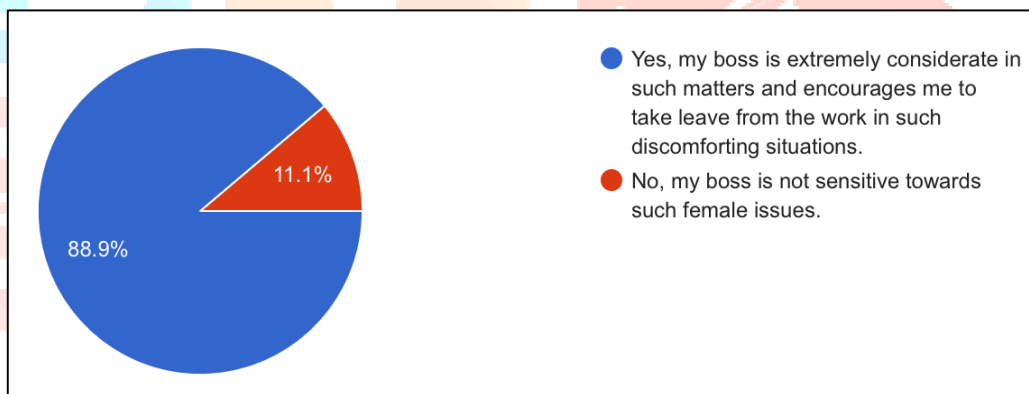
VII. 11) ‘Performance matters’ policy

Professionally managed organizations ensure that only performance matters to judge or reward an employee. However, employees in several organizations have to face biasness due to factors such as favouritism, rater’s bias, halo effect, recency effect etc. 67% of employees covered felt that their organization rewards and acknowledges them on a yearly basis based on their performance while a good 33% of employees expressed their displeasure towards their organization for a biased approach in recognizing hard work and honest contribution. Such a biasness has a huge impact on the motivation of an employee who then feels disconnected with his work for he knows that his hard work is not likely to be acknowledged.



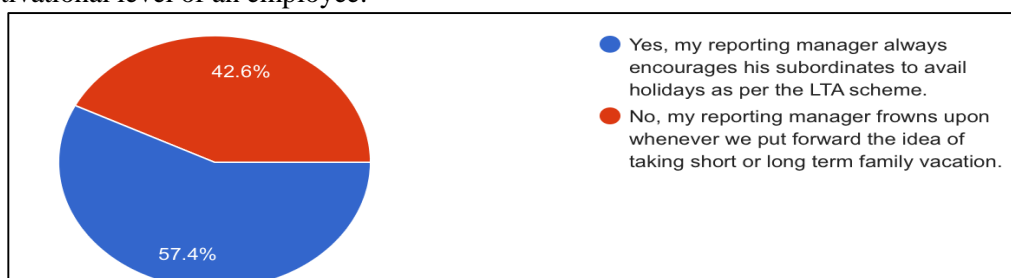
VII.12) Gender biasness

Gender biasness is an issue which has taken the centre stage of discussions at several corporate forums. There have been numerous issues of gender bias which an employee especially a female employee has to face. In this largely male dominated world, females have had to suffer discrimination. Organizations in 21st century have become conscious of this fact and therefore have inserted several clauses in their HR policies to ensure no such incidents of gender bias takes place. A good 88% of female employees covered gave thumbs up to their organization for ensuring an office space free of such biases while 12% of such female employees said that they do face such bias in their current establishment making them feel uncomfortable and affecting their overall motivation to work.



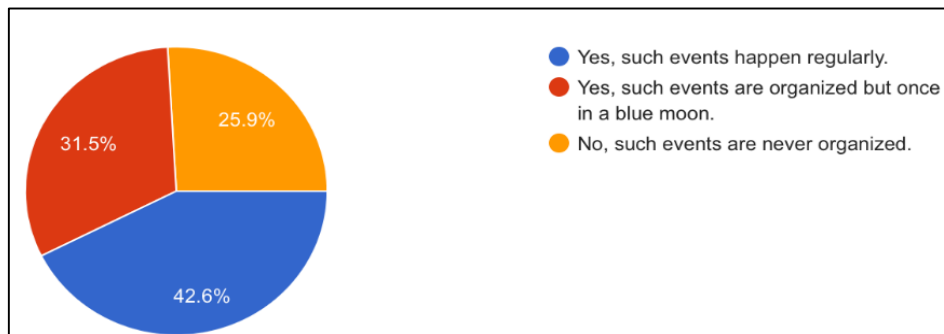
VII.13) Family Vacation

Going on a yearly family vacation is always good for physical and mental health of an individual. Organizations have such policies in place which allows and encourages employees to go on 15 days long vacation with their family members for which employees are also entitled to get certain reimbursements for the expenses incurred on the vacation. This scheme is also known as LTA scheme which stands for Leave Travel Allowance scheme. 57% of employees covered said they are encouraged by their bosses to go on such yearly vacations while 43% of remaining employees expressed that their boss pushes them to avoid going on such vacations. Vacations serve as a medium to recharge physical and emotional batteries of an individual and organizations should understand the clear implication of it on the motivational level of an employee.



VII.14) Sports

Physical activities such as playing sports are a huge source of motivating an employee or an individual. Organizations these days, as part of their various employee engagement activities, arrange and facilitate sports tournament for its employees. Cricket, volleyball, chess, football, kabaddi tournaments are held within the company premises and employees are encouraged to form teams. Only 42% of employees said that such sporting events are regularly organized while 31% said such events are organized but the frequency is poor. Rest 25% of employees expressed displeasure over the fact that such events are never organized in their setup making them feel less motivated.



CONCLUSION

Human motivation is a multi-dimensional and multi-faceted aspect. An individual can't just get motivated by one singular thing. A lot of aspects have to be taken into consideration in this regard. Employee of 21st century apart from justifiable compensation package also needs to be taken care in several other ways. The research carried across 55 employees working in various sectors of Gujarat seems to have strongly pointed out towards the fact that alone money can't drive an individual's motivation. Organizations need to provide and maintain a host of several other tangible and intangible facilities like clean water to drink, creche facilities for new born babies etc. This research has also indicated that there still exists a good amount of gender bias in the office space which the organizations must focus upon to address the issue. Also, going by the responses received, organizations must constantly arrange and organize recreational and sporting activities for its employee base in order to help them vent out their stress

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