# REPORT ON EMPLOYEE MOTIVATION

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**ABSTRACT:** The majority of organizations are competing to survive in this volatile and fierce market environment. Motivation and performance of the employees are essential tools for the success of any organization in the long run. On the one hand, measuring performance is critical to organization's management, as it highlights the evolution and achievement of the organization. On the other hand, there is a positive relationship between employee motivation and organizational effectiveness, reflected in numerous studies. This paper aims to analyze the drivers of employee motivation to high levels of organizational performance. The literature shows that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishments and the organizational performance. Nevertheless, employee dissatisfactions caused by monotonous jobs and pressure from clients, might weaken the organizational performance. Therefore, jobs absenteeism rates may increase and employees might leave the organization to joint competitors that offer better work conditions and higher incentives. Not all individuals are the same, so each one should be motivated using different strategies. For example, one employee may be motivated by higher commission, while another might be motivated by job satisfaction or a better work environment
.
**KEYWORDS:** Employee Motivation, Importance, Performance.

## INTRODUCTION

All organizations want to be successful, even in current environment which is highly competitive. Therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome these challenges, companies should create a strong and positive relationship with its employees and direct them towards task fulfillment. In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading them to success or if not managed properly, to decline. If the employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success. People have many needs that are continuously competing one with another. Each person has a different mixture and strength of needs, as some people are driven by achievement while others are focusing on security. If the managers are able to understand, predict and control employee behavior, they should also know what the employees want from their jobs. Therefore, it is essential for a manager to understand what really motives employees, without making just an assumption. Asking an employee how he feels about a particular situation does not provide an accurate evaluation of his needs, as the interpretation could distort the reality itself. The closer one gets his perception to a given reality, the higher is the possibility to influence that specific realty. Thus, managers can increase their effectiveness by getting a better grasp on the real needs of the employees.

## CONCEPT OF MOTIVATION

The word motivate is frequently used in the context of management as a transitive verb: motivation is by implication something done by one person or group to another. A further implication of this usage is that the motivated parties need to be induced to perform some action or expend a degree of effort which they would not otherwise wish to do. That this is an issue of vital importance to the prosperity of commercial organizations is emphasized by Lawler (1973): "Those individual behaviors that are crucial in determining the effectiveness of organizations are, almost without exception, voluntary motivated behaviors".

Motivation concerns that "psychological processes that cause the arousal, direction and persistence of behavior" (Ilgen and Klein, 1988). Whilst there is general agreement in the literature about these three components of "motivation" (eg: Korman 1974, Kanfer, 1990), the nature and place of motivation in a work-related context has been the subject of a long and developing study. Theories have been propounded, tested and superseded at a pace which has left organizational practice often several steps behind the researchers. The following pages will attempt to document the main themes and the most widely recognized theories. Employee motivation has always been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. There has been a lot of research done on motivation by many scholars, but the behavior of groups of people to try to find out why it is that every employee of a company does not perform at their best has been comparatively unresearched. Many things can be said to answer this question; the reality is that every employee has different ways to become motivated. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs.

## SCOPE OF THE STUDY

- The study in confined and relevant only to **Hero MotoCorp Ltd**. (Formerly Hero Honda Motors Ltd.)applicable to any organization.
- The study covers recruitment training and development in **Hero MotoCorp Ltd**. (Formerly Hero Honda Motors Ltd.) it solutions at various levels of employees.
- The study assists the management in determining the decision regarding the performance of the employee.

## OBJECTIVES OF THE STUDY:

1. To find out the present motivation level of the employees .
2. To find out the blockages for the motivation
3. To suggest measures for improvement of the motivation;
4. To study the hygienic and motivational content factors.
5. To prepare the employees to meet the present and changing future job requirements.
6. To prevent employee obsolescence.
7. To develop creative abilities and talents
8. To prepare the employees to move higher in their jobs.

9.  To impart new entrants with basic HRD skills and knowledge.
10. To develop the potentialities of the employees for the next level job.
11. To aid total quality management.

## LITERATURE REVIEW

Bartol and Martin (1998) consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective.

As compared to financial resources, human resources have the capability to create competitive advantage for their organizations. Generally speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the organizational performance.

As Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them. On the other hand, Mary (1996) explains organizational effectiveness as the extent to which an organization fulfills its objectives, by using certain resources and without placing strain on its members. The goal model defines organizational effectiveness referring to the extent to which an organization attains its objectives (Zammuto, 1982), while the system resource model defines it in terms of the bargaining power of the organization and its ability to exploit the environment when acquiring valuable resources (Yuchtman, 1987)

## MOTIVATION IS THE KEY TO PERFORMANCE IMPROVEMENT

Performance is considered to be a function of ability and motivation, thus:

**Job performance =f(ability)(motivation)**

Ability in turn depends on education, experience and training and its improvement is a slow and long process. On the other hand motivation can be improved quickly. There are many options and an uninitiated manager may not even know where to start. As a guideline, there are broadly seven strategies for motivation.

- Positive reinforcement / high expectations
- Effective discipline and punishment
- Treating people fairly
- Satisfying employees needs
- Setting work related goals
- Restructuring jobs
- Base rewards on job performance

## INTRINSIC VERSUS EXTRINSIC MOTIVATION

There are many frameworks, models, and theories that focus on employee motivation. A few of the most common are quickly summarized below. While they are each based on good research and have some degree of universal applicability, none are the absolute doctrine on motivation. In fact, few motivation concepts are universal. However, one idea that is

acknowledged by all frameworks that address motivation is that there are extrinsic and intrinsic motivational factors.

1. **Extrinsic Motivation** Extrinsic motivation is motivation that comes from things or factors that are outside the individual. For example being motivated to work hard at the office because you are looking for a promotion is a type of extrinsic motivation. Social recognition, money, fame, competition or material achievements are all examples of extrinsic motivation.

2. **Intrinsic Motivation** Intrinsic motivation is motivation that comes from within. It comes from the personal enjoyment and educational achievement that we derive from doing that particular thing. For example for people who love music, their motivation to practice the instrument, attend classes etc, is intrinsic motivation. Intrinsic motivation is crucial in today's work environment. Research shows that it is a key factor in performance and innovation. At a personal level, intrinsic motivation makes your work fulfilling. It's a major reason for deciding to stay on a job. It helps keep your stress level down.

## TECHNIQUES OF EMPLOYEE MOTIVATION

Job enlargement, job enrichment and job rotation are three basic approaches;

### Job Enlargement:

Job enlargement involves expanding the job of an employee that has them doing more work of a similar nature to what they already do. This may be allowing them to complete the whole task instead of just part of it, for example, packaging the products as well as manufacturing them. This process ideally removes the boredom out of the job by eliminating the repetitiveness out of tasks and allowing them to complete the whole process, further increasing their responsibility.

### Job Enrichment:

Job enrichment is an attempt to give workers more control over their tasks and more responsibility for design, execution, and output. The worker assumes some of the functions previously carried out by his or her immediate supervisor or by other staff.

### Job Rotation:

Job rotation is a practice whereby each employee learns several operations in manufacturing process and rotates through each in a set period. Job rotation has important implications for firm learning. On one hand, when employees rotate, the firm receives information about the quality of various jobs - employee matches. On the other hand, without rotation, the firm receives only direct information about one match, but the information it gets about this one match is very reliable.

## POPULAR THEORIES OF WORKPLACE MOTIVATION

Two of the most popular models of motivation are Maslow's Hierarchy of Needs and Herzberg's two-factor model. Both are widely accepted and most recent research builds on the ideas presented in these two models.

### Abraham H Maslow Need Hierarchy or Deficient theory of Motivation.

The intellectual basis for most of motivation thinking has been provided by behavioral scientists, A.H Maslow and Frederick Heizberg, whose published works are the *Bible of Motivation"*. Although Maslow himself did not apply his theory to industrial situation, it has

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wide impact for beyond academic circles. Douglous Mac Gregor has used Maslow's theory to interpret specific problems in personnel administration and industrial relations.

The crux of Maslow's theory is that human needs are arranged in hierarchy composed of five categories. The lowest level needs are physiological and the highest levels are the self actualization needs. Maslow starts with the formation that man is a wanting animal with a hierarchy of needs of which some are lower ins scale and some are in a higher scale or system of values. As the lower needs are satisfied, higher needs emerge. Higher needs cannot be satisfied unless lower needs are fulfilled. A satisfied need is not a motivator. This resembles the standard economic theory of diminishing returns. The hierarchy of needs at work in the individual is today a routine tool of personnel trade and when these needs are active, they act as powerful conditioners of behavior- as Motivators. Hierarchy of needs; the main needs of men are five. They are physiological needs, safety needs, social needs, ego needs and self actualization needs, as shown in order of their importance.



**Maslow's Hierarchy**

The above five basic needs are regarded as striving needs which make a person do things. The first model indicates the ranking of different needs. The second is more helpful in indicating how the satisfaction of the higher needs is based on the satisfaction of lower needs. It also shows how the number of people who has experienced the fulfillment of the higher needs gradually tapers off.

**RESEARCH METHODOLOGY:**

Fundamental to the success of any research project is sound research design. A research design purely and simply the work or plan for a study that guides the collection and analysis of the data. A good research design has the characteristics- analysis, time required for research project and estimate of expenses to be incurred. The function of research design is to ensure that the required data are collected accurately and economically. It is a blueprint that is followed in completing a study. The study and finding are based on data collected from two important sources.

These sources are

➢ **PRIMARY SOURCES**
➢ **SECONDARY SOURCES**.

**Primary Sources** include data ascertained from employees including the through questionnaire & Human Resources department functionaries.

**Secondary Sources** basically Comprise company's manuals, records, and brochure, Internet etc.
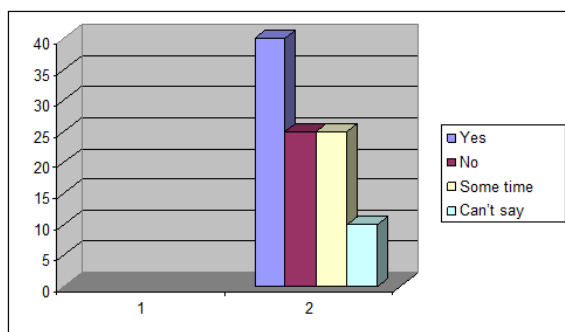
**DATA ANALYSIS AND INTERPRETATION**

**SUPERVISION:**

1.  Is the physical working conditions are taken care by superiors?

A) Yes      B) No     C) Some time      D)  Can't say

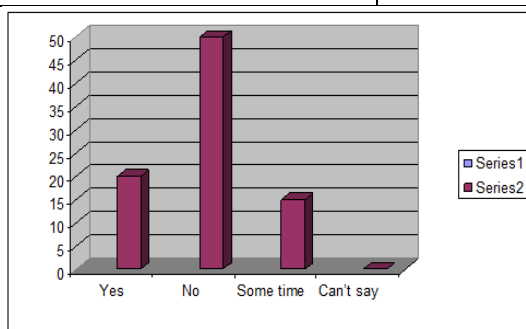| Particulars | No Of respondents | % of Respondents |
|---|---|---|
| Yes | 45 | 45 |
| No | 25 | 25 |
| Some time | 25 | 25 |
| Can't say | 5 | 5 |
| Total | 100 | 100 |



**INTERPRETATION**

40% agreed with the above proposal

25% disagreed with the above proposal

25% may be may not

10% can't say

2.  Are you accustomed work under many supervisors for the same nature of work?

A) Yes      B) No     C) Some time      D)  Can't say

| Particulars | No Of respondents | % of Respondents |
|---|---|---|
| Yes | 30 | 30 |
| No | 55 | 55 |
| Some time | 15 | 15 |
| Can't say | 0 | 0 |
| Total | 100 | 100 |



**INTERPRETATION**

30% agreed with the above proposal

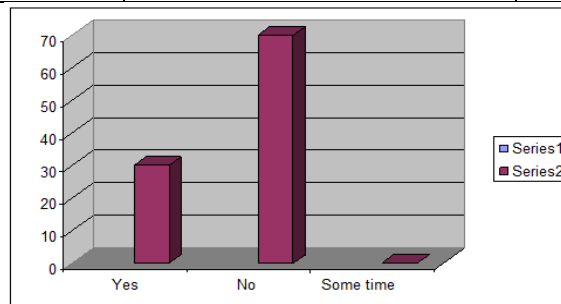50% disagreed with the above proposal

15% may be may not

0% can't say

3. Do you feel to do your duty out of your commitment to job or because of the fear of survival?

A) Yes       B) No      C) Some times

| Particulars | No Of respondents | % of Respondents |
|---|---|---|
| Yes | 30 | 30 |
| No | 70 | 70 |
| Some time | 0 | 0 |
| Total | 100 | 100 |



**INTERPRETATION**
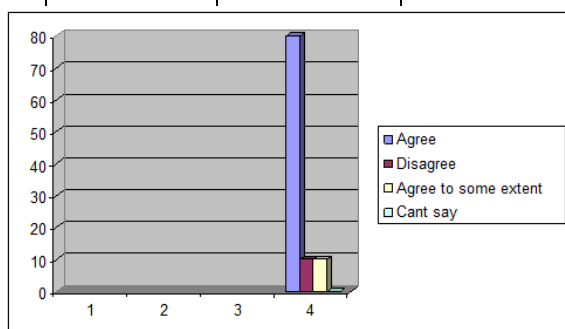
30% agreed with the above proposal

70% disagreed with the above proposal

**INTER PERSONAL RELATIONS:**

4. Do you feel that working atmosphere is friendly in nature at your work place?

A) Agree      B) Disagree      C) Agree to some extent    D) Cant say

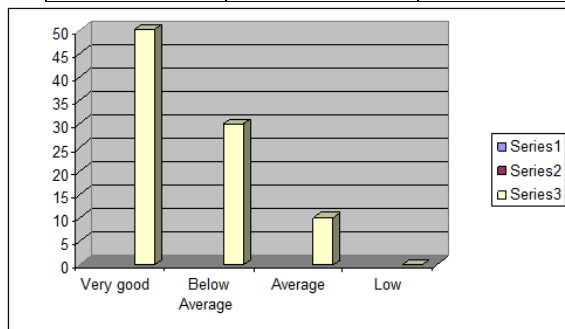| Particulars | No Of respondents | % of Respondents |
|---|---|---|
| Agree | 80 | 80 |
| Disagree | 20 | 20 |
| Agree to some extent | 0 | 0 |
| Can't say | 0 | 0 |
| Total | 100 | 100 |

## INTERPRETATION

80% agreed with the above proposal

20% disagreed with the above proposal

5. Do you feel that you are having a good report with all your peers and superiors?

A) Very good  B) Average  C) Below Average  D) Low

| Particulars | No Of respondents | % of Respondents |
|---|---|---|
| Very good | 50 | 50 |
| Average | 30 | 30 |
| Below Average | 20 | 20 |
| Low | 0 | 0 |
| Total | 100 | 100 |



## INTERPRETATION

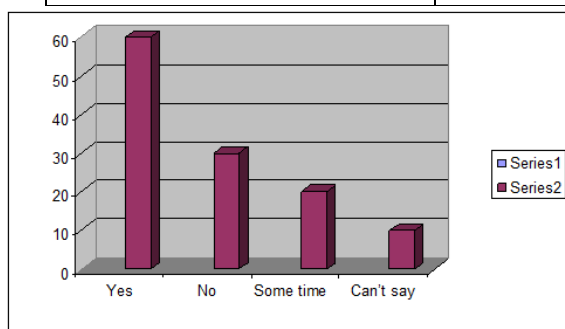50 % agreed with the above proposal

30% disagreed with the above proposal

20% May or may not

6. In your department work is distributed in a fair manner?

A) Yes     B) No     C) Some time     D) Can't say

| Particulars | No Of respondents | % of Respondents |
|---|---|---|
| Yes | 50 | 50 |
| No | 30 | 30 |
| Some time | 10 | 10 |
| Can't say | 10 | 10 |
| Total | 100 | 100 |

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| **IJESAT** (Enriching the Research) | Volume: 23 Issue: 05 |
| | May, 2023 |

## INTERPRETATION

50 % agreed with the above proposal

30% disagreed with the above proposal

10% May or may not

## FINDINGS

➢ Employees at Hero MotoCorp Ltd. India are very optimistic about their future with the company. This is a good sign for limited turnover expectations by the company.

➢ Employees feel that organization cares for their employee which reflects the bond between the company and employee.

➢ In Organization employee feels that they are allowed to participate in decision making this reflects professionalism of the company.

➢ Employees are given a chance to deal with problem situation; they are allowed to approach their seniors for any problem situation. Most of the employees (90%) are satisfied with problem solving mechanism available in the company.

➢ On an average almost all the employees are satisfied the way rewards and recognition is awarded to them. That shows the company is offering awesome benefit package to the employees.

➢ Only 60% of the employees are of the view that they are having long term job security it is a good percentage but still 25% are in different. So company should try to win the faith of them.

➢ A good and effective relationship among the employees and superiors is the sing of trust and understanding which Hero MotoCorp Ltd. is witnessing as 75% of them are satisfied with the relationship with superiors.

➢ On an average 70% of the employees are satisfied with incentives and medical allowances at Hero MotoCorp Ltd.

## SUGGESTIONS

The conclusions so far drawn from the study tempts to offer the following suggestions for making the organization ready for empowerment. The conclusions drawn above convince any body to identify the following areas to chart out training programs for the executives to make them completely ready for empowerment

1. A general training program covering the importance of and need for employee empowerment in the light of global competition is to be designed in brainstorming session involving internal and external experts.

2. The present study identifies the following areas in which training is to be undertaken.

✦ A training program may be undertaken for Executives in general and to Senior Executives in particular to convince and make them accept the empowerment concept.

✦ Executives working in technical areas to be trained effectively in the areas of their role and interpersonal dependence and relations to make empowerment more fruitful.

✦ A training program may be undertaken about "Shared Leadership" which brings high morale and high productivity and makes the empowerment a success.

3. The subordinate staff who is going to be empowered must be ready to take up this responsibility. A study is to be conducted among the subordinate staff to find out their readiness to discharge the new roles under this empowerment program. This helps in

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| **IJESAT** (Enriching the Research) | Volume: 23 Issue: 05 |
| | May, 2023 |

identifying the training areas, to make the subordinate staff completely ready for undertaking empowerment.

## CONCLUSIONS

It should be confessed here that the investigator is conscious of the limitations of the study and the conclusion drawn on the basis of the sample from a single unit cannot be generalized about the entire manufacturing sector. With regard to value of people, the analysis leads to the conclusion that the Executives give a reasonable value to the Human Resources in the Organization. However, in respect of concept about power, they are some what agreed to share the power.

As far as information sharing with lower rungs is concerned, they are very positive. One significant conclusion with regards to learning opportunities, which is a basic for empowerment, is that the executives are favorable and feel that sufficient learning opportunities should be there for the rank & file. As far as clarity is concerned, the executives are somewhat agreed i.e., neutral. The aspect wise percentage analysis leads to the conclusion that the organization is somewhat ready for employee empowerment because the majority of the Executives in almost all aspects are concentrated in somewhat ready group.

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