

Predictors of Employee Motivation: Your Magic Wand for Organizational Success

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ABSTRACT

Attrition among skilled and knowledgeable workforce across levels is a major concern among industries and in its various sub segments. This jump shift of employees is attributed to the motivation from the monetary and non monetary benefits associated with their jobs. Contemporary research and observations show that well motivated employees are more productive and creative towards achieving company or organizational goals. On the other hand less motivated employees show it on their performance and tend to divert from attaining organizational goals. With this background that a well motivated workforce can provide to an organization not only in terms of better productivity but also solves some of the challenges in people management like retention of employees to improving product quality and customer satisfaction – a constant enquiry into the health of an organization can be understood through the levels of its employee motivation.

Hence this paper takes up a company as a sample location to study the predictors of employee motivation as there is no magic one single approach that fits all.

1. Introduction

Attrition among skilled and knowledgeable workforce across levels is a major concern among industries and in its various sub segments. This jump shift of employees is attributed to the motivation from the monetary and non monetary benefits associated with their jobs. Motivation is essentially about commitment to doing something. In the context of a business, motivation can be said to be about "The will to work". However, motivation is about more than simply working hard or completing tasks. Hence business owners and human resource administrators should recognize that motivation is not just about job satisfaction and is influenced by a variety of sources.

It matters the most to the business. In short, people's behavior is determined by what motivates them. The performance of employees is a product of both their abilities (e.g. skills & experience) and motivation. A talented employee who feels de-motivated is unlikely to perform well at work, whereas a motivated employee can often deliver far more than is expected from them. It is therefore evident that success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees "motivational level to satisfy both the organizational objectives and employee needs". However it is always argued that we cannot compel an employee to be motivated but one need's to provide him with proper tools and right platform that would make him change and be motivated.

2. Literature Review

A review of literature on motivation reveals very disturbing facts on motivation that it is associated with the staggering costs of high employee turnover and it is an inside job but can be influenced by factors from outside. This then calls for an

extensive study of the literature on motivation to identify the facilitating factors. **Bartlett and Ghosal (2002)** have observed that most companies today are aware that it is important to have skilled and motivated workers to succeed. They state that human, not financial capital must be the starting point and ongoing foundation of a successful company strategy. In other words, success of a company no longer depends on the capital or technology in use but more and more on the know-how, expertise and attitude of an employee. All these three attributes can be developed and nurtured in an organization.

Garry Dessler (2003) put human assets and developing skilled and special expertise as one of the four most used and reliable strategies by companies that give them an edge over competitors. This is because other strategies: focusing on a narrow market niche, developing cost-based advantage and creating a differentiation-based advantage can be substituted and matched by the competitor; whereas human-based skills, specialized know-how or experience that are developed by a company over a period are difficult for competitors to duplicate. Most companies today realize the importance of having a motivated workforce as it enables them to perform better at work and in the long-term, helps to boost growth of the organization. The companies therefore strive to provide better working environments, employment contract terms, and welfare provisions as well as providing opportunities for employees to grow and nurture their talents.

Contemporary research and observations show that well motivated employees are more productive and creative towards achieving company or organizational goals. On the other hand less motivated employees show it on their performance and tend to divert from attaining organizational goals. Motivation as incentive systems are fundamental to developing capacities and to translating developed capacities into better performance. In this context an organization aiming

towards motivated employees in a sustainable manner has to undertake motivation studies in various ways and means.

Chandra Sekhar, Manoj Patwardhan, Rohit Kr. Singh (2013) study highlight some of the important dimensions of motivation as training, monetary incentives, job transfer, job satisfaction, promotion, achievement, working condition, appreciation, job security, recognition and social opportunities. As summarized by **Gary Dessler (2003)**, monetary incentive acts as a stimulus for greater action and inculcates zeal and enthusiasm towards work, it helps an employee in recognition of achievement. Likewise, **Hassan et al. (2013)** discussed that monetary incentives are used to build a positive environment and maintain a job interest, which is consistent among the employee and offer a spur or zeal in the employees for better performance.

As per **Satyawadi and Ghosh (2012)**, employees are motivated to a greater extent by achievement and self control. According to **Ciscel, H.D (2004)**, a growing recognition of the opportunities of innovation is through experience staging. **Baskar et al. (2014)** concluded that rewards and recognition and communication may motivate them to work. Recognition enhances the level of productivity and performance at job whether it is a first time performance or a repeated action at the job in a progressive way and ultimately reinforces the behaviour of employee.

Hassan et al, (2013), has described the impacts of job contentment on performance. He inferred that an aspect which influences job contentment must be regarded by the enterprise to be crucial which require to be expanded so as to enhance the performance of the workers and initiate situations which may lead to the most superior performance. According to **Oosthuizen, (2001)**, when employees are recognized for their efforts towards the progress of the organizations and are rewarded for it, organizations achieve success in the real sense.

Vroom (1960) highlights the following as factors that have an influence on employee motivation and hence an impact on their productivity: supervision, work group, job content, wages/salary and opportunities for promotion. Vroom elaborates further that under supervision, the kind of consideration for the employees' needs and feelings is what the supervisor should concern themselves with. He also states that supervisors who give their staff opportunities to assist in decision making promote their level of motivation, which in turn increase their productivity.

All these studies are aimed to attract and retain the best employees in the market. With this background that a well motivated workforce can provide to an organization not only in terms of better productivity but also solves some of the challenges in people management like retention of employees to improving product quality and customer satisfaction – a constant enquiry into the health of an organization can be understood through the levels of its employee motivation. Thus based on the review of literature some major factors have been identified as indispensably influencing employee motivation levels like goal clarity, supervisory relationship, opportunity for

career growth, work environment, recognition and reward, job security and coordination and cooperation. This then becomes the prime concern for this present study.

3. Objectives of the Study

The objective of the study is to examine the level of motivation existing among its employees in the areas of goal clarity, job security, employee motivation, employee commitment, work environment, recognition and reward, opportunity for career growth and coordination & cooperation levels; To understand the demographics of the respondents and its influence on employee motivation level at the company; To estimate the extent of influence of the various factors influencing motivation identified in this study on employee motivation; To offer suggestions to improve their motivational level in a sustained manner.

The objectives proposed help to assess the motivation levels of its employees on various factors influencing it so as to innovate practices more tailor made to this business rather than just copying the trending techniques as each organization is commanded by its own ecosystem.

4. Research Methodology

The type of design used for this study is descriptive design (Survey Method). The sampling technique used is non probability sampling technique namely judgmental or purposive sampling technique. In this type of sampling, subjects are chosen to be part of the sample with a specific purpose in mind. With judgmental sampling, the researcher believes that some subjects are fit for the research compared to other individuals. This is the reason why they are purposively chosen as subjects sampling. The sample company selected for the study is the packaging division of a large MNC corporation at Pondicherry branch rather than studying it in general on employees from different organizations. Primary data is collected through self structured questionnaires (Semantic differential scale) from the employees. It also had open ended, multiple choice as well as dichotomous questions. The questionnaire consists of 2 parts (part A and part B). Part A consists of demographic data and Part B consists of questions pertaining to employee Motivation. The questionnaire will be distributed to 50 employees and their opinion will be collected. The questionnaire is enclosed along with this proposal. The questionnaire so prepared was pilot tested on 5 respondents and the necessary corrections were made and thus the content validity was ensured. The necessary statistical tools were used for data analysis and interpretation.

5. Findings & Discussion

5.1 Demographic Characteristics of the Study Group

The study group consisted of 52% in the age group of 45 – 54 years (majority). This is followed by 20% in 35-44 years group. The study group consisted of 100% male respondents (currently the companies employees at Puducherry branch are only male employees and female are seen at only housekeeping level). 58% of the employees in the study groups belonged to junior management level. 22% belonged to middle management level, while employees in other level were also included to some extent. 54% of the respondents were having

high school or less level of education. 40% had UG education. This is because most of junior level employees were employed at shop floor level. Majority (84%) of the respondent's income group was between Rs.10000 – 15,000. This is again due to majority of the respondents belonging to junior level in the organisation. 78% (Majority) had a working experience in the company for more than 6 years. 78% of the respondents were married.

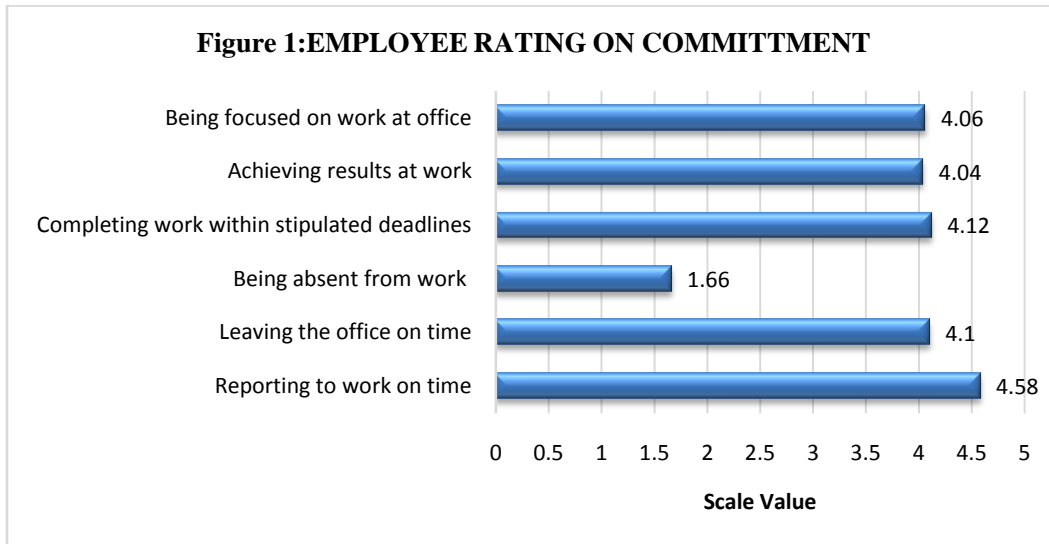
5.2 Analysis of the Employee Motivation with the various factors influencing Motivation

Goal clarity which is very important for employee productivity and also helping in achieving company target was

measured using Likert 5 point scale and the overall goal clarity 4.23 which is good level.

Employee commitment will help the company to retain employees and also gain higher levels of productivity due the experience. We see in the study and from figure 1 that overall employee commitment was 3.1 which is moderate.

Job security feeling among the employees also motivates employees towards better performance and makes them happy at workplace and loyal. The study group shows overall job security 4.05 which is again a good rating on a scale of 5.



(Source: calculated from primary data)

Work environment also is a motivator but it is an extrinsic job factor. This factor is controlled by the company. This study shows overall work environment is 4.07 which is again rated good on a scale of 5.

Recognition and reward is a very important extrinsic motivator in recognising & motivating workforce. This also enhances their morale towards workplace. This will be continuous and if it is positive, it is very good. The study group shows 4.10 out of 5. This is again a good.

Employee motivation is a construct used to measure the current level of motivation existing in the respondent. It is seen that the study group shows a motivation level of 4.0 on a scale of 5.

Opportunity for career development and growth as experienced by the study group is 4.11. This is also a good rating which will motivate the employee and also help the company.

5.3 Anova Analysis of Significance of Demographic Variables on Employee Motivation

Null Hypothesis: There is no significant difference between Employee Motivation level and Demographic variables

The demographic variables are age group, level in organization, Education level, Marital Status, Income Group and Duration in the company.

Table – 1
ANOVA: Analysis between demographic variables and employee motivation

Dependant variable	Factor	F Value	P	Remarks
Employee Motivation	Age Group 18 – 24 years 25 -34 years 35 - 44 years 45 – 54 years 55 and above	1.522	0.212	Null Hypothesis Accepted
Employee Motivation	Level in organization Top Management Middle Management Junior Management	1.905	0.142	Null Hypothesis Accepted

	General Staff			
Employee Motivation	Education Level High School or Less UG PG and Doctoral	1.635	0.206	Null Hypothesis Accepted
Employee Motivation	Marital Status Married Unmarried	0.166	0.848	Null Hypothesis Accepted
Employee Motivation	Income Group Less than Rs.15,000 Above Rs.15,000	6.310	0.015	Null Hypothesis is Rejected
Employee Motivation	Duration at Company Less than 1 year 1-3 years 4-6 years More than 6 years	0.840	0.479	Null Hypothesis is Rejected

(Source: From Primary Data)

In order to understand the significance of the impact of the demographic variables on overall employee motivation One Way Anova was used using SPSS 16.0 and the above table 1 shows the significance of the demographic variables.

It is observed that the P value was significant (P< 0.05) only in the case of Income group in relation to employee motivation and was not significant in the case of the other demographic variables namely age group, marital status, level in company and duration in the company. Thus there is significant influence of income in relation to employee

motivation. An analysis of the income group in relation to employee motivation shows that motivation is high among the higher income group.

5.4 Multiple regression analysis to predict the factors influencing employee motivation

In order to understand the extent to which the various factors used in the study predict the dependent variable employee motivation, multiple regression model was run and the results are as follows:

Table 2
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.851	.826	.17399

a. Predictors: (Constant), Co_operation, Emp_Committment, Work_Environ, Job_Sat, Reward_Recog, Career_Dev, Goal_Clarity

Table 3
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.254	7	1.036	34.228	.000 ^a
	Residual	1.271	42	.030		
	Total	8.525	49			

a. Predictors: (Constant), Co_operation, Emp_Committment, Work_Environ, Job_Sat, Reward_Recog, Career_Dev, Goal_Clarity

b. Dependent Variable: Emp_Motivation

The R value represents multiple correlation coefficient and is a measure of the quality of the prediction of the dependent variable namely employee motivation. The value of R is 0.922 which indicates a high level of prediction. The R2 value that is the coefficient of determination is 0.851 which means the independent variables explain 85.1% of the variability of our dependent variable namely employee motivation.

The table 3 shows that the overall regression model is a good fit for the data. The table above shows that the independent variables statistically predict the dependent variable, F (7, 42) =34.228, P<0.005 and hence the proposed regression model is a good fit of the data.

The general form of the equation to predict employee motivation can be obtained from the coefficients table 4 as follows:

Employee Motivation = 0.587 + 0.175 Work Environment + 0.232 Reward & Recognition

Hence it can be summarized that a multiple regression equation was run to predict employee motivation and it is seen that a 1% increase in work environment will influence employee motivation by 17.5% and a 1% increase in Reward and Recognition will increase employee motivation by 23.2%. This finding is very much justified by the review of literature that at a

minimum, employees expect their organization to provide fair pay, safe working conditions, and fair treatment **Reena Ali and M.Shakil Ahmed (2008)** and according to **Oosthuizen, (2001)**,

when employees are recognized for their efforts towards the progress of the organizations and are rewarded for it, organizations achieve success in the real sense.

Table 4
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.587	.370		1.586	.120
Goal_Clarify	.228	.115	.263	1.982	.054
Emp_Committment	-.081	.097	-.058	-.838	.407
Job_Safety	.172	.087	.208	1.984	.054
Work_Environment	.175	.084	.216	2.091	.043
Reward_Recognition	.232	.109	.239	2.132	.039
Career_Development	.074	.103	.080	.714	.479
Co_operation	-.039	.079	-.056	-.500	.620

a. Dependent Variable: Emp_Motivation

6. Suggestions

This study has examined various factors like the goal clarity, employee commitment, job security, work environment, reward and recognition, opportunity for career development and growth and coordination and cooperation that influence employee motivation at the study location. The following suggestions are put forth

6.1 Develop a more robust reward and recognition program – As the study shows an increase in reward and recognition will influence employee motivation Some strategies like the following can be used;

- Aim to recognise employees regularly like weekly, fortnightly etc.
- Incorporating reward and recognition into the performance evaluation program.
- Building financial incentives more than the non financial incentives, as literature shows there’s a societal shift towards less ‘garage clutter’ and more cash-based rewards (**Messina, 2018**). Like gift cards/coupons can be given.
- “Coffee with the Boss” - allow your employees to meet and build relationships with company leaders.
- “Paid Time-Off” gives your employees an opportunity to improve their work-life balance.

6.2 Innovative Work Environment Practices – As this is another important variable influencing motivation, actions should be taken to improve the work environment and constantly keep it up to the best in the industry. This variable is controlled by the company and hence it should create memorable experiences for its employees on this front. This may include strategies like ;

- Efforts should be taken not only to provide safety devices and safe work place but preventive measures

to safeguard the employee health like wellness and fitness programs can be organized at the premises.

- Bring happiness at work place so that employees do not get stressed at the workplace. Strategies have to be devised like having laughter clubs, hobby clubs, designing work area like private area/ team work area etc.
- Good ventilation should be provided at the work place and relaxation areas should also be provided.
- If working on a computer some tips on eye care can be posted like; As most of us blink subconsciously we can ask employees to try what many eye doctors prescribe as the “20-20-20 rule”, where you:
 - Look away from your computer at least every 20 minutes
 - Gaze at a distant object (at least 20 feet away)
 - Look at it for at least 20 seconds

A similar tip for the various types of work can be done.

Thus these measures and others brain stormed by the employees and managers so that they can be regularly incorporated for developing a more sustained employee motivation at the company.

7. Direction for Future Study

This study will be examining certain factors as identified by the literature review as influencing employee motivation at study location. Hence there is scope for extending the same study with other latest trending employee motivation measures in the same company in future. To this end therefore the same study can also be carried out in other organizations in the industry to find out if the same results would be obtained. The study used only 50 as sample size and can be iterated to a larger sample size in future.

8. Conclusion

Employee Motivation is the need of the hour and a motivated employee is not only happy employee but will be loyal and committed to the organization. In today's competitive Industrial scenario keeping employees motivated is a big challenge and it helps the organization to keep its employees satisfied who will keep the customer happy with quality products. This will also lead to better innovation among the employees and help to build good employer brand image.

This study shows that overall employee motivation at the study location is about 4.07 on scale of 5. This is good sign, also the motivational level of the various factors influencing the

employee motivation namely goal clarity, employee commitment, job security, work environment, reward and recognition, opportunity for career development and growth and coordination and cooperation is found to be 4 out of 5. This shows good level of motivation among the respondents included in the study. It has also helped to design its own magic wand that would spin high motivation among its employees in the form of working on its work environment as well as on reward and recognition strategies. The company should ensure to continue with this score in the future. Hence, they should work on the factors constantly and thereby retain their employee motivation level.

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