

EFFECTIVENESS OF EMPLOYEE MOTIVATION TOWARDS MONETARY AND NON-MONETARY BENEFITS AND ITS PERFORMANCE LEVEL

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Abstract - Motivation is an willingness to exert high level of effort towards organisational goals, conditioned by the effort and ability to satisfy some individual needs. Employee motivation describes how committed an employee is to his job, how engaged he feels with the company goals, nothing can be achieved if he is not willing to work. Managers should give employees clear and specific goals to achieve and recognize their hardwork in meeting the goals. Motivation factor can come from internal sources or external. Motivated employee may feel more comfortable being creative and offering suggestions to the management. The objectives of the study is to identify the factors which motivates the employees to achieve their organization goal. The research design is used for the study was descriptive research design. The descriptive research means the research which is done to know the current situation of the study. The data has been collected using structured questionnaire. The sample taken for this study was 150 out of population 250. The type of sampling technique used for the study was stratified random sampling. This study shows that the employees are getting motivation in their job and whether the employees are getting satisfied with the incentives provide by the organisation. Result show that the organization has got to be appreciated for keeping the worker highly motivated and there by helping them to satisfy personal also as organizational goals.

Key Words: Motivation, Incentive, Descriptive

1.INTRODUCTION:

Motivation' is derived from the word 'motive'. Motivation are often described because the drive within individuals that propels them to action. This drive is produced by a state of tension, which exists because the result of an unfulfilled need. From the standpoint of the individual, motivation is an indoor state that results in the pursuit of objectives.

"Motivation is the core of management which shoes that every human being gives him a sense of worth in face-to-face groups which are most important to him. A

motivated worker gets going, focuses effort in the right direction, works with intensity, and sustains the efforts. From the standpoint of the manager, motivation is that the process of getting people to pursue objectives. Both concepts have an important meaning in common. Motivated employees are essential to the success of an organization as motivated employees are generally more productive at the work place.

Employee motivation, i.e. methods for motivating employees, is an intrinsic and drive to place forth the required effort and action towards work-related activities. It has been broadly defined because the "psychological forces that determine the direction of an individual's behavior in an organisation, an individual's level of effort and an individual's level of persistence". Motivated employees are essential to the success of an organization as motivated employees are generally more productive at the work place.

Motivation is an employee's intrinsic enthusiasm about and drive to accomplish activities associated with work. Motivation is that drive that causes a private to make a decision to require action. An individual's motivation is influenced by biological, intellectual, social, and emotional factors. As such, motivation may be a complex force which will even be influenced by external factors.

Type of Motivation

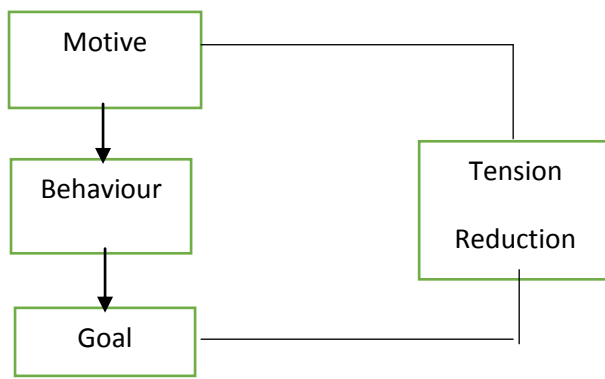
- Achievement
- Socialization
- Incentive motivation
- Fear motivation
- Change motivation
- Natural motivation
- Fear motivation
- Booster motivation

Importance of Motivation:

- ✓ Improves efficiency of work performance
- ✓ Sets in motion the action of people.
- ✓ Ensures achievement of organisational goals.
- ✓ Creates friendly and supportive relationships.
- ✓ Leads to stability in workforce.
- ✓ Helps in acceptance of organisational changes.

- Address individual dysfunctional behaviors basis with counseling, progressive discipline, and performance improvement plans.
- Clearly communicate workplace expectations and guidelines for professional behavior.

Process of Motivation:



Factors to Encourage Motivation:

- Management and leadership actions that empower employees.
- Transparent and regular communication with the employees are important.
- Treating employees with respect.
- Involving employees in decisions making.
- Minimizing the number of rules and policies in an environment that demonstrate trust for workers and treats employees like adults

Guidelines for a Motivating Work Environment

- Make only the minimum number of rules and policies needed to guard your organization legally.
- Publish the rules and policies and educate all employees.
- With the involvement of many employees, identify organizational values and write value statements and knowledgeable code of conduct.
- Develop guidelines for managers and educate them about the fair and consistent application of the rules and policies.

2. NEED FOR THE STUDY

This study has been carried out in order to know the level of employee motivation, the type of motivation such as financial and non-financial motivation and also to know the different ways that the supervisor motivate the employees and the supervisor can influence motivation and to know the demotivation factors.

3. OBJECTIVES OF THE STUDY

- To study the effect of both monetary and non-monetary benefits of employees provided by organization on the employee's performance.
- To provide suitable suggestion for the improvement of organizations performance.

4. SCOPE OF THE STUDY

The study is intended to evaluate motivation of employees in the organisation, employee motivation is very important factor to improve efficiency of work performance. Every study has a clear and specific scope. In this survey the stress is on the motivation of employees. The employee motivation is important for the organisation to achieve the desired goals on time, therefore the employees must be motivated by using various techniques.

5. REVIEW OF LITERATURE

(1) Silvia Lornicovia, Peter Starcho(2019)- this study discusses the employee performance and their new ideas, as well as their efforts to promote the company in positive ways help build the values of an enterprise. Selecting the right structure of motivation factors, especially those aimed at job category and gender, is the main role of enterprise management. Moreover, we proved the many differences between genders within the job category of blue-collar workers. (2)Afsar, B. and Umrani, W, (2019)-this paper is to research the effect of transformational leadership on employee's innovative work behavior, and therefore the mediating role of motivation to find out, and therefore the moderating role of task complexity and innovation climate on the link between transformational leadership and innovative work behavior. (3)Asante Boadi, E., He, Z., Boadi, E., Bosompem, J. and Avorny, P, (2019)- the purpose of this

paper is to draw on affect social exchange theory and related literature to develop and test a research model linking employees perception of CSR to their outcomes performance and perceived work motivation patterns to sustain firm's operations through their employees. (4) Lee, J. and Song, Y.(2019)- this paper is to research the promoting employee job crafting at work place. The results showed that intrinsic motivation and team knowledge sharing are positively associated with job crafting. This study helps to increase the theoretical domains of job crafting and provides practical insights into the way to promote employees' job crafting. (5)Jalal Rajeh Hanaysha, Muhammad Majid, (2018)-this study investigates the impact of employee motivation on productivity and organizational commitment in the higher education sector. The findings show that employee motivation features a significant positive effect on employee productivity. Additionally, the effect of employee motivation on organizational work is positive and statistically significant. Finally, the results prove that organizational commitment has a significant positive effect on employee productivity. (6)Elbaz. A, Agag.G and Alkathiri. N, (2018)-this study aims to examine the influence of the three dimensions of travel agent manager's ability, motivation and opportunity seeking knowledge transfer and travel agents' performance. (7)Rita, M., Randa Payangan, O., Rante, Y., Tuhumena, R. and Erari, A,(2018) -this study tests the moderating effect of organisation citizenship behaviours towards motivation. The results of studies show that moderating OCB does not significantly affect the relationship between organizational commitment, transformational leadership, work motivation and the performance of employees. (8)Said Abdi Mohamud, Abdiaziz Ahmed Ibrahim and Jamal Mohamud Hussein(2017)-this paper aims to research the drivers of employee motivation to high levels of employee performance. The results show the monetary rewards, job enrichment have significant and positive effects on employee performance, also results indicates there have been good relationship between motivation and employee performance and therefore the research results showed that employee motivation influences employee performance. (9)Faisal N. Al-Madi, Husam Assal, Faiz Shrafat, Dia Zeglat, (2017) - this study describe the organizational commitment. The study aim to appraise the existing literatures and build up the conceptual framework as well as hypothesis. Results shows that significant impact from employee motivation of battlefield employees on organizational commitment (10)Abdulkadir Mohamud Dahie, Mohamed Mire Jim'ale, Ali Yassin Sheikh Ali,(2015)- this paper attempts to identify the impact of motivation on employee performance in order to address problems arising from motivational approaches in organization. The paper had three main objectives which

are: 1) to spot the connection between work environment and organizational performance. 2) to look at the connection between cooperation and organizational performance. 3) To explore the relationship between facilitation and organizational performance. (11)Dr. Baskar1, Prakash Rajkumar. K ,(2015)- the general objective of the research was to study the impact of rewards and recognition on employee motivation. The direct translation of this might be that the higher the rewards and recognition, the upper the amount of motivation and satisfaction, and possibly therefore, the greater the amount of performance. To get optimum results from a motivational strategy, the manager has got to realize and understand issues, which needs recognition of every individual's unique values, beliefs and practices.

6. RESEARCH DESIGN

Research refers to a search for knowledge. The research design followed for the study is descriptive type of research. It is typically concerned with determining the frequency with which something occurs or how two variables vary together. Descriptive research studies are those studies which are concerned with the characteristics of a particular individual, or of a group. The sample size was 150 using sampling technique, under probability sampling, stratified random sampling is used for this study. Data was collected through primary sources as questionnaires. We use statistical tools to obtain accurate result. The following statistical tools are Simple Percentage, Chi- square, Correlation, Regression, ANOVA (One-way ANOVA).

7. RESULT & DISCUSSION

The demographic profile indicates, 70% of the respondents are female.81% belongs to the age group of 25-30. 68% of the respondents have 5-10 years of experience.

No.1: Demographic profile

Variable		Frequency	%
Gender	Male	45	30
	Female	105	70
Age (in years)	20-25	17	11
	25-30	121	81
	30-35	7	5
	Above 35	5	3
Experience	0-5	11	7

(in years)	5-10	100	68
	10-15	22	15
	Above 15	17	11

Recent changes in the company might affect motivation

To test the difference in recent changes in the company and age of the respondents towards motivation, chi-square independent samples was employed. From table no the recent change in the company will affected the motivation 66 of employees are accepted in the observed frequency and the expected frequency percentage is 75. From table no 3, the test statistics shows 0 cells(.0%) have expected frequencies less than 5.The minimum expected cell frequency is 37.5 and 0 cells (0%) have expected frequencies less than 5.

Table No.2: recent changes in the company

	Observed N	Expected N	Residual
Yes	66	75.0	-9.0
No	84	75.0	9.0
Total	150		

Table No.3: Test Statistics

	age of the respondences	recent changes in the company
Chi-Square	250.107 ^a	2.160 ^b
Df	3	1
Asymp. Sig.	.000	.142

Comparision between HR department and opportunities towards personnel growth and promotion in the organisation

To test the difference in support getting from HR department and right opportunities for personal growth and promotion.

Table No.4: Correlation

		HR Dept	Personal growth & promotion
HR Dept	Pearson correlation	1	-.012
	Sig.(2-tailed)		.882

	N	150	150
Personal growth & promotion	Pearson correlation	-.012	1
	Sig.(2-tailed)	.882	
	N	150	150

From table no 4, the correlation sample is 150 and the hypothesis were used to find the significant different between support getting from hr department and right opportunities for personal growth and promotion, we are using sig. (2-tailed) is 0.882.From above table, the result shows that the pearson correlation value is 1.So it is a perfect positive correlation.

Motivation towards salary of the respondents

To test the difference in salary and experience of the respondents.

From table no 5, the dependent variable is salary of the respondents and the predictors is constant that shows the experience of the respondents. The regression significant values is 0.744 (calculated value). From table no 6, the regression residuals statistics shows the predicted value, residual, std. predicted value and std. residual to determine the mean and standard deviation value of the total samples(N).

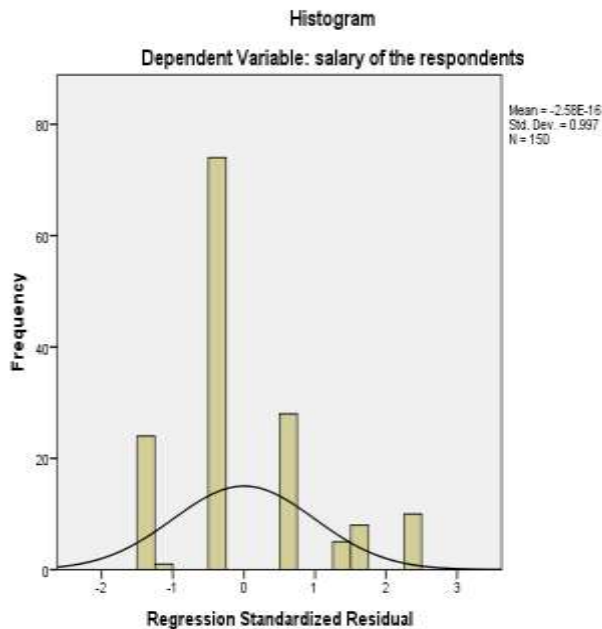
Table No.5: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	.124	1	.124	.107	.744 ^b
Residual	171.669	148	1.160		
Total	171.793	149			

Table No.6: Residuals Statistics^a

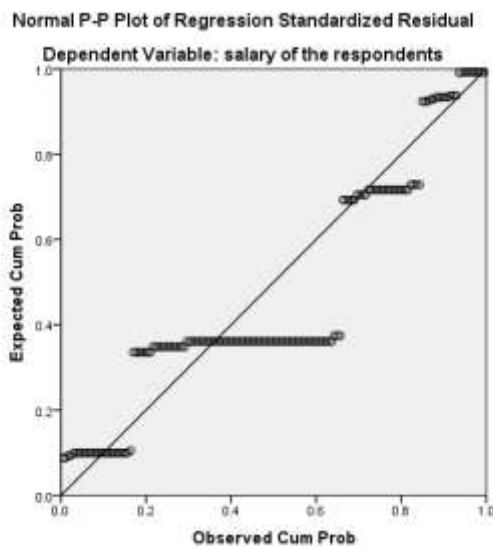
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.34	2.46	2.39	.029	150
Residual	-1.457	2.618	.000	1.073	150
Std. Predicted Value	-1.696	2.218	.000	1.000	150
Std. Residual	-1.353	2.431	.000	.997	150

Chart No.1: Regression histogram for salary of the respondents



From chart no 1, to test the difference in salary and experience of the respondents from the histogram the mean values is 2.58E-16, standard deviation values is 0.997 and the total sample(N) values is 150. The chart represent the x-axis as regression standardized residual and y-axis as frequency.

Chart No.2: Regression Normal probability plot for salary of the respondents



From chart no 2, to test the difference in salary and experience of the respondents from the normal probability

plot will shows the expected cum(cumulative) probability and observed cum probability values are 0.1, 0.3, 0.7, 0.9 and 1.

Is performance appraisal actually helpful in motivating the employees working in the organization

To test the difference in performance appraisal and age of the respondents.

Table No.7: ANOVA

(Performances appraisal of the respondents)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.461	3	2.487	1.666	.177
Within Groups	218.012	146	1.493		
Total	225.473	149			

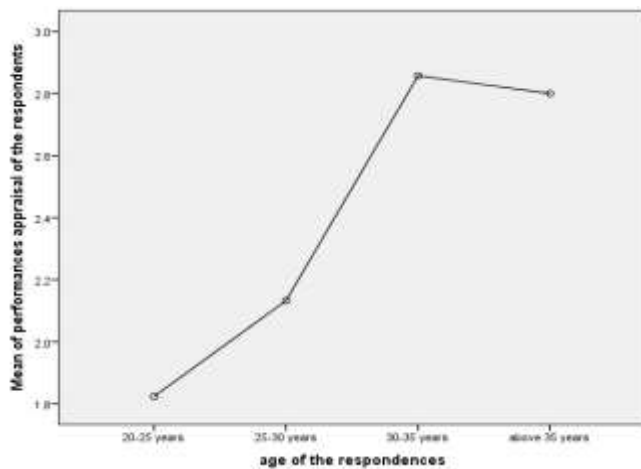
Table No.8: Performances appraisal of the respondents

(Duncan^{a,b})

age of the respondents	N	Subset for alpha = 0.05
		1
20-25 years	17	1.82
25-30 years	121	2.13
above 35 years	5	2.80
30-35 years	7	2.86
Sig.		.090

From table no 7, the one-way analysis of variance involves only one categorical variable or a single factor, it will compare more than two means at a time. To identify the between(MSA) and within(MSW) samples. MSA is the mean square among or between variances and MSW is the mean squares within or error variances. From table no 8, means for groups in homogeneous subsets are displayed, (a) Uses harmonic mean sample size=9,757. (b) The group sizes are unequal. The harmonic mean of the group sizes are used. Type 1 error levels are not guaranteed. Chart no 2, the mean plots to test the different between the age of the respondents and the mean of performances appraisal of the respondents, the mean plots values are 1.8, 2.2, 2.9 & 2.8 are shown in charts(anova).

Chart No.3: Performances appraisal of the respondents



8. FINDINGS

- The study found that 62% of the employees agrees that financial incentive awards motivate them than non-financial incentives.
- Majority 55% of the respondents are satisfied with the working culture.
- Majority 37% of the respondents visibility with top management are considered important in motivation.
- 39% of the respondents are neutral with the co-worker motivating factors.
- 33% of the respondents are neutral with rewards can be effective in motivating employees to be more productive.
- 32% of the respondents are neutral with the job content and responsibilities are appropriate for employees and it motivates them to work.
- Majority 31% of the respondents opportunities for career development in the organization towards motivation.
- Majority 29% of the respondents are satisfied with the incentives provided by the organisation.
- 27% of the respondents agree with the salary increment level that motivates employees the most.
- Majority 27% of the respondents opportunities for advancement in the organization.
- 27% of the respondents are neutral with the encouragement given in the organisation.
- 21% of the respondents feel that the employees get motivated by their own approaches.
- 19% of the respondents feels job performed by employees are appreciate and recognized by the top management

9. SUGGESTIONS

Motivation of employees can still be increased so on increase the efficiency and satisfaction of labor . Some of the areas that can be improved are: most of the employees agrees that the non-financial incentives plans should also be implemented; it can improve the productivity level of the employees. Organizations should give importance to communication between employees and gain co-ordination through it. Skills of the employees should be appreciated. Better carrier development opportunities should tend to the workers for his or her improvement. Some of the workers aren't satisfied with the connection between the highest management they ought to be liberal to speak with their employees. Employee-employee relation: only a couple of the workers trust their co-workers, therefore this area needs improvement. Group activities should be encouraged more in order that employees can work together and thus strengthen their relation.

10. LIMITATIONS

- The study was made depending on the primary and secondary data collected which may even go wrong in some cases.
- It is difficult to understand the different opinion of the employees
- It is difficult to conclude whether the employees genuinely answered all the questions without any fear.

11. CONCLUSION

The motivational strategies used in company are good. The employees are found to be motivated and that they are proud of the pay structure, benefits, work hours, freedom to figure etc. The organization has got to be appreciated for keeping the worker highly motivated and thereby helping them to satisfy personal also as organizational goals.

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