

Employee Motivation and its Factors: An Analytical Study Conducted in an Educational Institution

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Abstract- Motivated employees play a vital role in transforming an organization from good to great. They are productive and also infuse life into the organization. Their energy and commitment is infectious, which drives other employees also to deliver more. Employee motivation is a factor/s that induces an employee to own tasks and responsibilities and deliver results with commitment and ownership. Motivating employees in educational institutions is very crucial as employees bear the responsibility of imparting knowledge, skills, values and ethics to the students who will be the flag bearers of the future generation. This study is an attempt to assess employee motivation in one of the of the fastest emerging private engineering colleges in Visakhapatnam and tried to identify the factors that have a bearing on employee motivation. This study makes use of self-completion questionnaires with 50 employees. The study results may be useful for the all the stakeholders of an educational institution for better understanding of motivational factors, which are essential to keep the employees motivated.

Keywords: Employee Motivation, Employee Incentives, Employee Career Development Opportunities, Employee Performance Appraisal, Employee Relations, Educational Institution.

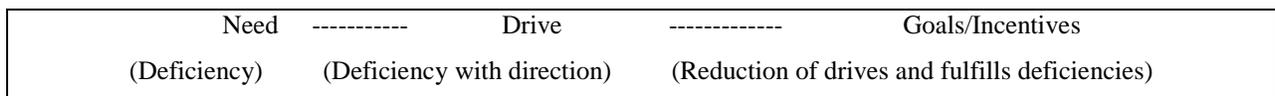
I. INTRODUCTION

An educational institution is a place where an individual acquires knowledge, skills, values and all the necessary ingredients to make one fluid in the society. Educational institutions also impart important life skills, which can also be used for achieving economic dividends. Once students step out of the institution and find easy acceptance in the society and also garner laurels, then that is the true mark of success for any educational institute and a matter of pride for the educators there. Inspirational factors add to the motivational level of employees and in turn affect the service offered by general and psychoanalytic teaching staff favorably. Educational institutions need employees with the highest possible motivational levels as any lapse can jeopardize the skill sets of future generations. So, the major challenge of any institution is to inspire their staffs who are directly responsible for making the coming generations “learned”.

Motivation is a general term applied to all the abstract forces such as drives, desires, needs, wishes and so on, which have the power to propel the performance of any individual and can make him or her achieve what was generally believed to be unattainable. [1] Kocel T. defined motivation as a “behavior willing and contributions of staff to perform a particular task”. Motivation is a psychological phenomenon (it is an internal feeling which generates within an individual). This ignites the drive within an employee which causes a sea transformation in the employee behavior. Such transformation in behavior kindles the willingness to surpass expectations.

[2] Greenberg & Baron defines motivation as: “The set of processes in a complex and dynamic environment, leader of the organization used to create the environment in which employee feel trusted and are empowered to take decisions in the organization which leads to enhanced motivation level of employee and ultimately organizational performance is enhanced.” The building of motivating factors into organizational roles, the staffing of these roles, and the entire process of leading people must be built on knowledge of motivation to employees.

The Basic Motivation Process:



Motivators extract performance from individuals. While motivations are drives, urges, wants or needs, motivators are dividends that compel the driver to quench these wants. They are also the means by which conflicting needs may be reconciled or one need heightened so that it will be given priority over another.

1.1 Factors that Impact Employee Motivation

Motivation drives all our activities. It is perceived that anticipated results are the outcome of behaving in a certain way. In a workplace setting the outcomes are influenced by the behavioral antecedents of the employees. Reaching the pinnacle of performance lies in being able to identify the factors that drive everyone in a workforce.

It is pertinent that the employees need to have the trust and faith within themselves that they own the capability to perform the task that is entrusted to them. This induces the element of positivity that is essential for attainment of results. If the targets or goals appear intimidating to the employees and they have the internal ambivalence then there would be lack of motivation and thus result in lowered performance.

Therefore, being able to identify the main factors that drive an employee is a first and most important step on the way to increasing performance. There are 9 main components that contribute to employee's motivation:

- Salary
- Non-monetary incentives
- Relationship with colleagues
- Relationship with leadership
- Company's culture
- Learning and development opportunities
- Processes within the company
- Personal life
- Performing meaningful work

2. LITERATURE REVIEW

Work need not necessarily motivate all the employees. Rewards, promotion, appreciation motivate some, while others are made to deliver through the threat of negative consequences [3] (Mohson and others, 2004).

[4] Schoeffler (2005), a contributor to the insurance journal, explains that uniform or symmetric incentives may not work for all employees. Incentives should be stratified into three-tiers, i.e. recognition, short-term, and long term. The thought grounded in this philosophy is to allow incentives that will motivate different personality types. The researcher is also of the opinion that recognition commands a key role in motivating employees. This is a testimony to the fact that incentives need not always be the only ways to motivate. Positive feedback can also be crucial in motivating employees.

[5] Yang (2008) showed that the performance of individual was not always burdened by the overall non-attainment of results. That is to say that if the employee's performance is noticeable, the companies can make use of direct bonuses and gifts on personal performance.

[6] Oluseyi and Ayo (2009) argued that job performance is related to an individual's inclination to achieve unchartered aspects of the job and achieve new heights which in turn will foster productivity.

[7] Kalimullah (2010) makes an interesting point that a motivated employee has his/her goals in sync with those of the organization and directs his/her efforts in that direction.

The responsibility for self-generating factors that influence people to behave in a certain way or to move in a particular direction include the development of freedom, skill, and abilities, and the use of opportunities for interesting and challenging work and advancement. [8] (George and Sabatipati, 2011).

There have been several studies on employee motivation and subjective well-being in general, but the components of employee motivation and their correlation with its factors are not been subjected to empirical verification.

Based on the literature, the researcher has formulated the following hypothesis for testing.

Hypotheses of the Study

H1: There is no significant relationship between employee incentives and employee motivation.

H2: There is no significant relationship between employee career development opportunities and employee motivation.

H3: There is no significant relationship between employee performance appraisal system and the employee motivation.

H4: There is no significant relationship between employee relations and employee motivation.

Research Model



1. OBJECTIVES OF THE STUDY

- To study and highlight the importance of employee motivation in an educational institution.
- To bring out the linkage of employee motivation with employee incentives, employee career opportunities, employee performance appraisal system and employee relations.

3. RESEARCH METHODOLOGY

Keeping the objectives of the study in view, an exhaustive study of employees at one of the emerging private engineering colleges in Visakhapatnam having around 200 employees has been considered as population for the study. The selection of sample respondents was done based on simple random sampling. The total sample of 50 respondents were chosen from the same institution. The data collection was done by self-administered questionnaires. The data collected was checked and edited for clarity, legibility, relevance and adequacy. This involved checking for non-response and acceptance or rejection of answers, which had been pre-coded by the researcher (textual responses were allocated numerical codes or values e.g. 1, 2, 3, 4 or 5, according to the scale or range). These codes eased the process of data entry. Data was analyzed using the statistical package or SPSS. Simple statistical tools such as mean, standard deviation, standard error is applied for descriptive statistics and bivariate analysis was done using correlational analysis to establish relationships or associations or significance tests regarding the variables under study.

4. DATA ANALYSIS AND INTERPRETATION

Table 1: Responses of the Respondents on the Variables of the Study

Particulars	N	Mean	Std. Deviation	Std. Error
Employee motivation	50	3.36	1.317	0.19
Employee Incentives	50	1.72	0.573	0.08
Employee career development opportunities	50	3.70	1.035	0.15
Employee Performance appraisal system	50	2.40	1.143	0.16
Employee relations	50	1.86	0.670	0.09

Source: Field Study

It can be observed that the mean of employee career development opportunities is the highest with 3.70, followed by employee motivation with 3.36 and employee incentives have got the least mean of 1.72. Whereas the standard deviation is higher in case of performance appraisal system, followed by employee motivation having 1.317 and least deviation can be observed for employee incentives. It can be observed that the standard error from mean of these variables ranges from 0.08 to 0.19, which is very small. So, it can be inferred that the sample is true representation of total population.

5.1. Hypothesis Testing

H₁: There is no significant relationship between Employee Incentives and Employee Motivation.

Table 2: Employee Incentives and Employee Motivation

Hypothesis	r	r ²	t-test	Result
H ₁	0.655(**) (.000)	0.429	6.06	Rejected*

**Correlation is significant at the 0.01 level (2-tailed).

* Table value taken at 5% level of Significance.

INFERENCE:

The correlation value r between employee incentives and employee motivation is 0.655 and is significant at 1% level of significance. The strength of the relation is 42.9 per cent. The t-static is greater than the table value at 5% level of significance, so the null hypothesis is rejected. Hence it may be concluded that there is a significant relationship between incentives and Employee Motivation.

H₂: There is no significant relationship between employee career development opportunities and employee Motivation.

Table 3: Employee Career Development Opportunities and Employee Motivation

Hypothesis	r	r ²	t-test	Result
H ₂	0.909(**) (.000)	0.826	15.09	Rejected*

** Correlation is significant at the 0.01 level (2-tailed).

* Table value taken at 5% level of Significance.

INFERENCE:

The correlation value r between employee career development opportunities and employee motivation is 0.909 and is significant at 1% level of significance. The strength of the relation is 82.6 per cent. The t-static is greater than the table value at 5% level of significance, so the null hypothesis is rejected. Hence it may be concluded that there is a significant relationship between Employee Career Development Opportunities and Employee Motivation.

H₃: There is no significant relationship between employee performance appraisal system and Employee Motivation.

Table 4: Employee Performance Appraisal System and Motivation

Hypothesis	r	r ²	t-test	Result
H ₃	0.962(**) (.000)	0.925	24.328	Rejected*

** Correlation is significant at the 0.01 level (2-tailed).

* Table value taken at 5% level of Significance.

INFERENCE:

The correlation value r between employee performance appraisal system and employee motivation is 0.962 and is significant at 1% level of significance. The strength of the relation is 92.5 per cent. The t-static is greater than the table value at 5% level of significance, so the null hypothesis is rejected. Hence it may be concluded that there is a significant relationship between employee performance appraisal system and Employee Motivation.

H₄: There is no significant relations between Employee relation and Employee Motivation.

Table 5: Employee relations and Motivation

Hypothesis	r	r ²	t-test	Result
H ₄	0.877(**) (.000)	0.769	12.63	Rejected*

** Correlation is significant at the 0.01 level (2-tailed).

* Table value taken at 5% level of Significance.

INFERENCE:

The correlation value r between employee relations and employee motivation is 0.877 and is significant at 1% level of significance. The strength of the relation is 76.9 per cent. The t-static is greater than the table value at 5% level of significance, so the null hypothesis is rejected. Hence it may be concluded that there is a significant relationship between employee relations and Employee Motivation.

6. FINDINGS AND DISCUSSION

The study shows that there is high correlation between employee incentives and employee motivation. When an incentive is included with a goal, the individual is further motivated to achieve the goal. Incentive programs that work include both internal and external motivation elements. In conclusion one can state that incentives motivate the employees for better performance by boosting the value people assign to work goals.

Every individual wants to be appraised for his work and expects recognition, especially in the work place. The study found that there is a significant relation between employee performance appraisal system and employee motivation.

So, the institution has to develop a fool proof appraisal system in order to recognize the performance of the employees. In addition, job level management is based on performance management of employees, and the system developed by the management has to interact with everyone to fulfill individual needs, satisfy personal preferences and create good working environment. This in turn motivates the employees to deliver maximum performance and minimum turnover.

Career development is most essential part of building recognition of competent employment in organization. therefore, employee motivation is something that gets from supervision who can guide properly at every stage of professionalism and direct their activity. The statistical results revealed the there is a significant relationship between employee career development opportunities and employee motivation. Career Development is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future [9] (Armstrong, 2009).

A healthy employee relationship leads to an increased level of satisfaction among the employees and in turn an increased productivity. Workplace becomes a much happier place and employees tend to concentrate more on work rather than unproductive things. Motivation plays an important role in a healthy employee relationship. The findings of the study also supported that there is a significant relationship between employee relations and employee motivation.

7. CONCLUSION

Every organization wants its employees to use their talents to the fullest capacity. But realistically, it's not possible for this to be done 100 percent of the time; everyone has ups and downs in their work output, and any team member is bound to go through a brief dip in productivity from time to time. The top-level management within the institutions are primarily responsible to ensure the tasks or job is done through employees in the right way. For an institution to optimize employee's performance there is need for employees to be sufficiently motivated.

Motivated employees are the real assets of an organization. If the people lack zeal and enthusiasm for work, technology, systems and methods go futile. In order to get the work done effectively by the people they may be motivated individually and as a group to increase the efficiency of the people on the job because production is the joint effort of the people.

Motivation acts as a catalyst for organization's success and helps the individuals to remain productive and deliver better results every time.

8. LIMITATIONS OF THE STUDY

The researcher felt that some respondents feared to disclose information concerning malpractices for fear of anticipated consequences and to return forms. Other respondents would have been likely to hide vital information for fear of being accused of indulging in malpractice. The researcher convinced them of secrecy and safeguarding identity of respondents. Throughout this study, the researcher strived to seek authorized access to information,

which was declared as solely for research purposes. Other limitations were time constraints, due to number of public holidays during survey period, not all respondents were able to submit completed questionnaires. The subjects under study, the researcher thought was of great interest to most trained employees. The researcher estimated a high degree of co-operation from them and achieved it.

9. APPENDIX

Table 6: Profile of the Respondents

Classification	Particulars	Number of Respondents
Gender	Male	32
	Female	18
Age group	21 – 30 Years	14
	31 – 40 Years	22
	41 – 50 Years	11
	> 50 Years	3
Experience in the Present Organization	< 1 Year	6
	2 – 3 Years	13
	3 – 4 Years	12
	> 5 Years	19

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