

## UNDERSTANDING EMPLOYEE MOTIVATION IN SOUTH INDIA

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**Abstract:** *The objective of the study is to examine the motivational factors and their order of significance in relation to the employees of the Namakkal South Indian Transport Company, India. Motivation produces the best results in the most efficient and effective manner. Particularly the one by Kovach, (1999) in which it is held that most important motivational techniques are often disregarded by managers who think that monetary incentives are the best way to motivate associates. There are various theories of motivation starting with Maslow, (1943), Herzberg, Vroom, (1994) holds that motivated employees are needed for survival. The present study is to bring out the importance of the selected factors in motivating employees. The data were analyzed using percentages, ANNOVA, t – test and Friedman’s test. The findings show significant relation between the motivational factors and income. Rewards based on performance, is first followed by decision making and the least significant rank is a sense of ownership. The study aims at helping managers devise strategies to manage in organisation and bringing good quality.*

**Key Words:** *Motivation, Performance, strategy, Employees, Understanding*

### INTRODUCTION

Motivation is an important tool that is often under-utilized by managers in today’s work place, (Bessell, *et al.*, 2015). Motivation is used in the work place for inspiring people in their work both individually and in groups. Motivation is used to produce the best results for business in the most efficient and effective manner. Every individual has his/her own set of motivating forces and it is the management’s prerogative to carefully identify and address these motivating factors.

### Motivating Factors

There are various motivating factors and management’s need to equip themselves with this knowledge for implementing motivational programs successfully. Providing a positive motivational work environment is a challenging managerial activity because motivation for better performance depends on job satisfaction, achievement, recognition and professional growth, (Boyett and Boyett, 2000).

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### **Studies on Motivation**

George Mason University published a study by Kovach (1999), which compared the ranking given by associates with what they wanted from their jobs and what their bosses regarded as important to them. Surprisingly, instead of good wages and job security, the top of the list slot in the employees list was occupied by interesting work followed by appreciation of work, feeling of being in on things, job security and good wages. Kovach (1999) holds that the most important motivational techniques are often disregarded by managers who think that monetary incentives are the best way to motivate associates. More often than not non-monetary incentives emerge as the best motivational force. According to Smith (1994), motivated employees are needed for survival. In the present day work places which are undergoing rapid changes, it is motivated employees that help the organization survive, mainly because there are more productive. Bowen and Radhakrishna (1991), have stated that the motivational factors for employees keep changing constantly. This makes the functions of a manager in motivating employees more complex. Kovach (1987), has suggested that as the income of the employee increases money becomes less of a motivator. It has also been said that with the advance of age, it is interesting work rather than pay or perks that motivates a worker.

### **Purpose of the Present Study**

The purpose of the present study is to bring out the importance of certain factors in motivating employees at the Namakkal South India Transport Company, situated in South India. The study seeks to describe the importance of the following motivating factors, such as, Personal courtesies, Feedback opportunities, Grievance redressal, Good, work place environment, Encouragement and rewards for initiatives and new ideas, Sharing of organizational information, Involvement of staff in decision making, Providing staff with a sense of ownership, Associates given the chance to succeed and Staff rewards based on performance.

### **Literature Review**

Several studies have tested the validity and effectiveness of motivational techniques. The study by Campion and Thayer (1985), has used a job design questionnaire to determine how job designs affect employees. It has been found that jobs with more motivational features have lower effort requirements, a better wellbeing and fewer health complaints. There is another study by Hackman (1980), which pertains to work redesign and how such an effort would improve productivity and motivation. The results showed that redesigning can improve the quality of the product or service, increase the quantity of work as also work satisfaction and motivation. Dunham (1977), has attempted to determine the characteristics and job ability as also compensation requirements. It is shown that organizations tend to overlook job ability requirements and compensation when

they enlarge or enrich the employee's jobs. The study has found that management do not take into account the increased job ability requirements that are entailed by enrichments and enlargements and these also do not consider increasing compensation for employees when they are given extra or more complex tasks.

**RESEARCH METHODOLOGY**

The research design employed for the study is the descriptive survey method. The employees of Namakkal South India Transport Company are the target population. The Namakkal South India Transport Company is a partnership firm having five partners at the top management level. The head office is situated in Chennai in South India and there are 10 branches spread over Tamil Nadu, Karnataka and Andhra Pradesh. The number of employees are top management - 5, middle management - 10, supervisory - 20 and workmen/labor - 400. The sample has been selected from among the workmen/labor spread over the 10 branches selecting 10 from each branch, totaling 100 respondents such as drivers, cleaners and technicians. A simple interview schedule was devised to collect data on demographic details such as designation, age, income, and locale, to help assess the 10 aspects of motivation as detailed above. A pilot study was done with 2 respondents from each of the ten branches. Based on the results from the Pilot study, the questions were modified under the scrutiny of experts from among academics and industrialists. The selected motivational factors have been subjected to a reliability test and are found to have a 78% reliability.

The data were collected over a period of two months with the help of the staff from the respective branches. The respondents were selected at random from among the employees belonging to the workmen/labor category of the various branches comprising of drivers, cleaners and technicians.

**Tools for Analysis**

The data have been analyzed using the accepted research tool percentages which have been presented as frequency tables. The data have also been analyzed with the advanced statistical tools of t - Test, ANOVA and Friedman's Test.

**Analysis**

Table 1.1 shows the Demographic details of the respondents.

**Table 1.1**

<i>Designation</i>			<i>Age</i>		<i>Income</i>		<i>Locale</i>	
<i>Driver</i>	<i>Cleaner</i>	<i>Technician</i>	<i>&lt; 35</i>	<i>&gt; 35</i>	<i>&lt; 15000 pm</i>	<i>&gt;15000 pm</i>	<i>Chennai</i>	<i>Others</i>
64	24	12	43	57	27	73	40	60
64%	24%	12%	43%	57%	27%	73%	40%	60%

Source: Compiled

Table 1.1 shows the demographic details of the respondents as designation, age, income and locale wise.

Table 1.2 shows the details of respondents to the 1 -10 motivational aspects demographics wise.

**Table 1.2**

Question No.	Designation			Age		Income		Locale	
	Driver	Cleaner	Technician	< 35	> 35	< 15000 pm	>15000 pm	Chennai	Others
1. Personal Courtesies	Y 50%	22%	11%	33%	50%	17%	64%	35%	48%
2. Feedback	N 14%	2%	1%	10%	7%	10%	7%	5%	12%
3. Grievance Redressal	Y 40%	20%	4%	27%	37%	11%	53%	38%	26%
4. Good Work Environment	N 24%	4%	8%	16%	20%	16%	20%	2%	34%
5. Encouraged and Rewarded	Y 31%	20%	10%	31%	30%	10%	51%	31%	30%
6. Sharing Information	N 33%	4%	2%	12%	27%	17%	22%	9%	30%
7. Involved in Decision Making	Y 40%	10%	3%	23%	30%	23%	30%	28%	25%
8. Sense of Ownership	N 24%	14%	9%	20%	27%	4%	43%	12%	35%
9. Giving Associates a Chance to Succeed	Y 47%	20%	10%	30%	47%	40%	37%	37%	40%
10. Rewards Based on Performance	N 17%	4%	2%	13%	10%	9%	14%	3%	20%
	Y 39%	8%	4%	22%	29%	11%	40%	29%	22%
	N 25%	16%	8%	21%	28%	16%	33%	11%	38%
	Y 2%	2%	2%	3%	3%	1%	5%	1%	5%
	N 62%	22%	10%	40%	54%	48%	46%	39%	55%
	Y 0%	2%	0%	1%	1%	1%	1%	2%	0%
	N 64%	22%	12%	42%	56%	26%	72%	38%	60%
	Y 44%	8%	3%	23%	32%	23%	32%	23%	32%
	N 20%	16%	9%	20%	25%	4%	41%	17%	28%
	Y 64%	22%	10%	40%	56%	26%	70%	39%	57%
	N 0%	2%	2%	3%	1%	1%	3%	1%	3%

**Table 1.2** shows the details of responses to motivational questions 1 - 10 as detailed earlier demographics wise of the respondents. The responses have been given as percentages to aid easy understanding of the results. The responses are in a 'yes', 'no', format and have been so recorded. The findings of the study are given together both for the demographic details as also the answers to the motivational questions 1 - 10.

**Table 1.3** shows the t - Test for employee motivation in relation to age.

**Table 1.3**

<i>Age in Years</i>	<i>Mean</i>	<i>SD</i>	<i>t value</i>	<i>P value</i>
Below 35	6.30	1.456	-.229	.819
Above 35	6.37	1.410		

Since the 'p' value is greater than .050, it has been found that there is no significant relation between the motivational factors and the age of the respondents.

**Table 1.4** shows the T - Test for employee motivation in relation to income.

**Table 1.4**

<i>Income in Rupees</i>	<i>Mean</i>	<i>SD</i>	<i>t value</i>	<i>P value</i>
Below 15000	6.96	1.454	2.749	.007**
Above 15000	6.11	1.350		

Since the 'p' value is less than .01, it has been found that there is a significant relation between the motivational factors and the income of the respondents.

**Table 1.5** shows the T - Test for employee motivation in relation to locale.

**Table 1.5**

<i>Locale</i>	<i>Mean</i>	<i>SD</i>	<i>t value</i>	<i>P value</i>
Chennai	6.58	1.599	1.354	.179
Others	6.18	1.282		

Since the 'p' value is greater than .050, it has been found that there is no significant relation between the motivational factors and the locale of the respondents.

**Table 1.6** shows the t - Test for employee motivation in relation to designation.

**Table 1.6**

<i>Designation</i>	<i>Mean</i>	<i>SD</i>	<i>f value</i>	<i>P value</i>
Driver	6.25	1.333	.629	.535
Cleaner	6.38	1.583		
Technician	6.75	1.603		

Since the 'p' value is greater than .050, it has been found that there is no significant relation between the motivational factors and the designation of the respondents.

**Table 1.7** shows the motivational ranking of the 10 selected motivational factors.

**Table 1.7**

<i>Motivational Factor</i>	<i>Value</i>	<i>Motivational Ranking</i>
Staff rewards based on performance	7.13	1
Involvement of staff in decision making	7.03	2
Personal courtesies	6.48	3
Encouragement and rewards for initiatives and new ideas	5.98	4
Feedback opportunities	5.53	5
Grievance redressal	5.38	6
Associates given the chance to succeed	5.08	7
Good work place environment	4.98	8
Sharing of organizational information	4.98	8
Providing staff with a sense of ownership	2.23	10

**Table 1.7** shows the Friedman's Test Rankings for the 10 selected motivational factors. The first rank with value 7.13 is of the motivational factor Staff rewards based on performance. The second rank with value 7.03 is of the motivational factor Involvement of staff in decision making. The third rank with value 6.48 is of the motivational factor Personal courtesies. The fourth rank with value 5.98 is of the motivational factor Encouragement and rewards for initiatives and new ideas. The fifth rank with value 5.53 is of the motivational factor Feedback opportunities. The sixth rank with value 5.38 is of the motivational factor Grievance redressal. The seventh rank with value 5.08 is of the motivational factor Associates given the chance to succeed. The eighth rank with values 4.98 is of two motivational factors Good work place environment and Sharing of organizational information. The last rank with value 2.23 is of the motivational factor Providing staff with a sense of ownership.

### **Research Findings**

It is found that among the 100 respondents, 64% are drivers, 24% cleaners and 12% technicians. Those in the below 35 years age group are 43% and in the above 35 years age group are 57%. Those having an income of less than Rs. 15000/- pm are 27% and those having an income of more than Rs. 15000/- pm are 73%. Those respondents from Chennai constitute 40% and respondents from other areas are 60%.

The data have yielded findings, based on which the following can be concluded. Motivational aspects especially those selected are important to all levels of employees including the bottom rungs of the employment ladder such as drivers, cleaners and technicians. Personal courtesies being extended, is considered an important motivational factor (83%) and has been assigned the third place in the order of ranking.

Decision making and a sense of ownership are motivational factors still to be accorded importance with 94% and 98% giving negative responses and a sense of ownership has been placed at the last level of ranking. However, involved in decision making has secured the second place in the order of ranking of the motivational factors.

Rewards based on performance, is a motivational factor that has been given positive responses, (96%) and has been placed in the top most position in the order of ranking Personal courtesies (50%) placed at the third rank and encouraged and rewarded (47%) placed at the fourth rank are factors that have been given positive responses by those in the above 35 years age group. Personal courtesies (64%) in the third rank, feedback (53%) in the fifth rank, grievance redressal (51%) in the sixth rank, sharing information (40%) in the eighth rank and rewards based on performance (70%) in the first rank have been given positive responses by those in the above Rs. 15000/- pm income group.

However negative responses have been given with regard to feedback (34%), involved in decision making (51%) and sense of ownership (60%) by those from locales other than Chennai; with regard to decision making (54%) and sense of ownership (56%) by those in the above 35 years age group; and with regard to good work environment (43%), giving associates chance to succeed (41%) and sense of ownership (72%) by those in the above Rs.15000/- pm income group.

The driver category has given positive responses to personal courtesies (50%), feedback and good work environment (40%) each, encouraged and rewarded (47%), giving associates chance to succeed (44%) and rewards based on performance (64%). However, negative responses have been given with regard to involved in decision making (62%) and sense of ownership (64%).

## **CONCLUSION**

In conclusion it can be said that the present academic exercise has been undertaken to study the motivational factors, their extent of usage and understanding among last level employees in a South Indian firm such as drivers, cleaners and technicians, especially pertaining to the demographic variables of designation, age, income and locale in order to analyze the 10 selected motivational factors and the order of their ranking. This study throws light on the selected motivational factors, which, in turn, would help managements to devise suitable strategies for recruitment, retention and rejuvenation.

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