



MOTIVATION OF HUMAN RESOURCES IN CORPORATES

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ABSTRACT :

Humans are becoming more and more acknowledged in the modern corporate world as the key to success in business. Employees' distinct skills and originality are invaluable and the main sources of an organization's competitive edge and productivity, in contrast to other assets. With this viewpoint, the emphasis is shifted from considering employees as little more than resources to appreciating people as essential contributors to organisational results. Organisations must place a high priority on the training, motivation, and retention of their human capital due to the dynamic and complex nature of business settings. This will enable them to effectively traverse obstacles.

KEYWORDS : *dynamic and complex nature , organizational , harmonises.*

INTRODUCTION

Beyond their functional tasks, people are important to organisations because of their capacity for innovation, teamwork, and change leadership. An organization's human resource motivation becomes a crucial strategic component as it pursues sustainability and growth. Motivated employees show greater levels of engagement, work happiness, and commitment to the objectives of the company. Thus, for leaders to fully use their workforce, they must have a thorough awareness of the factors that motivate their employees. This entails establishing a climate at work that fosters employee development, values their contributions, and harmonises their objectives with the mission of the company.

Furthermore, the necessity for adaptable and flexible human resource strategies is highlighted by the changing nature of the workforce and the rapid improvements in technology. Businesses with highly effective human resource management are better able to cultivate an environment that values creativity, flexibility, and ongoing education. This puts companies in a better position to react to market developments and improves their ability to draw in and keep top talent. In summary, people are not just a component of an organisation; they are its essence, determining its success and influencing its direction. Any organisation hoping to achieve long-term success and resilience in the contemporary business ecosystem must acknowledge and value this human element.

OBJECTIVES

1. Investigate Employee Satisfaction Levels
2. Analyze Work-Related Stress Factors
3. Assess Workplace Flexibility and Employee Initiative
4. Evaluate Job-Skills Alignment
5. Explore Financial Well-being and Income Adequacy
6. Understand the Need for Secondary Employment
7. Identify Priorities in Job Selection

METHODOLOGY AND DESIGN

A survey approach was used to determine how satisfied workers were with their pay, focusing on 460 workers from three companies. To collect thorough data on employee remuneration satisfaction, this study used a structured method of sampling, concentrating on variables such as salary, education level, social class, marital status, gender, and age range (21 to 55 years).

A methodical approach was utilised to determine the sample size, accounting for the total number of employees and striving for a representation that could correctly reflect the experiences and opinions of the broader employee population. The methodology employed represents sample representativeness across several demographic and socio-economic domains, thereby augmenting the dependability of the results.

To determine their effect on compensation satisfaction, the study also considered other variables. By taking a comprehensive approach, it was possible to gain a nuanced understanding of employee motivation and satisfaction, which laid the foundation for practical insights into enhancing HRM procedures inside businesses.

General Job Satisfaction: "In general, how satisfied or dissatisfied are you with your job?" Participants were asked to express their level of satisfaction, leading to findings where 41.3% of respondents were dissatisfied, and 4.34% were satisfied, with the remainder not responding.

Work-Related Stress: "How does your business result in stress at work?" This question aimed to assess the stress levels among employees, categorizing responses from "Extremely Stressful" to "No Stress," revealing a range of stress experiences within the workforce.

Perceptions of Work: "Which of the following statements are considered true for your work?" This section included multiple statements about job interest, job security, appreciation by others, job convenience, encouragement of initiative, flexibility in terms of leaves, opportunities available, responsibility level, job interest, and job skill match. Responses varied widely, highlighting both positive aspects and areas for improvement.

Family's Total Income Estimation: "How do you estimate your family's total income?" This question sought to understand the financial well-being of employees' families, categorizing responses from "We cannot pay for basic needs" to "We have a full luxury life," indicating most respondents manage a decent living but face limitations on luxury.

Additional Work for Extra Income: "To increase revenue, how many carried out additional work?" This question explored the extent to which employees engaged in additional work outside their primary job to supplement their income, showing a diverse range of activities and second jobs among respondents.

Priorities When Seeking a New Job: "If you have to look for another job, what will be your priorities?" The focus here was on identifying what employees value most when considering new employment opportunities, with options ranging from a good salary to a good organizational culture for growth.

Preferences for Additional Benefits Beyond Fixed Salary: "Besides a fixed salary, what will you prefer as additional benefits?" This question aimed to gauge employee preferences for benefits such as performance-based bonuses, company shares, retirement benefits, fixed increments, annual leave/encashment, gratuity, and free medical/health insurance.

These questions collectively provided a comprehensive view of employees' job satisfaction, stress levels, financial well-being, and preferences for workplace benefits, offering valuable insights into areas for enhancing employee motivation and satisfaction within the organizations studied.

Job Satisfaction: The first question asks about general job satisfaction, and the results show that 41.3% of respondents, a sizeable fraction of the sample, are completely unsatisfied with their jobs. In sharp contrast, only 4.34% of respondents expressed satisfaction, indicating a major area where employee happiness within the examined organisations needs to improve.

In 2011, Brikend Aziri published an article that delves into the topic of job satisfaction, examining different definitions and models. Aziri analyses the impact of various factors on job satisfaction, including work nature, salary, and advancement opportunities. The article focuses on how job satisfaction affects employee productivity, loyalty, and absenteeism, highlighting its importance in both employee motivation and overall organisational effectiveness and performance (Aziri, 2011).

Employment-related Stress: Some Time Stress Full is the most common response. The gradation from 'Extremely Stressful' to 'No Stress' with corresponding percentages and sample sizes offers an interesting breakdown, demonstrating a majority find their employment at least somewhat stressful.

Donald et al. conducted a study titled "The Experience of Work-Related Stress across Occupations" and published it in the "Journal of Managerial Psychology" in 2005. The study aims to explore the factors that influence work performance about stress. The ASSET tool was used in the study, encompassing individual work stressors, stress outcomes (physical and psychological well-being), and organisational commitment. The study revealed that performance was predicted by psychological well-being, organisational commitment, and resources. However, physical health and individual work stressors (excluding resources) did not have a significant impact. The findings of this extensive study have wide applicability across various professions, making valuable contributions to theories on stress and management (Donald et al., 2005).

Workplace Perceptions: Answers to the third question ranged over several comments on the workplace. The research shows a range of opinions: 90% of respondents highly value a job that matches their skills, while 89% find it weak in encouraging initiative. This thorough analysis does a good job of capturing the nuances of workers' feelings about their workplace.

Family Income Estimation: The answers to the fourth question offer a glimpse into the families of the employees' financial situation. The majority describes a respectable standard of living

without frills, which is consistent with the question's aim of determining employees' levels of financial happiness.

Extra Work for Income: The fifth question investigates the degree to which workers take on extra tasks to supplement their income. The data demonstrates a range of sources of extra income; while a sizable percentage did not seek further employment, a noteworthy proportion did take up second jobs or other hobbies, suggesting that workers have different methods of financial supplementation.

Job-Seeking Priorities: Employees' top values when contemplating a new position are shown by the sixth question. Opportunities for growth and work security are the next most important factors, with 'A good wage' being the most significant element overall. The objectives indicated, including salary, job security, and organisational culture, are well-represented in the data.

Preferences for Extra perks: The last inquiry investigates preferences for extra perks over fixed salaries. The research highlights the significance of health insurance and yearly leave/encashment to the employees surveyed, indicating a strong preference for these benefits.

The article "The Consequences on Job Satisfaction of Job-Worker Educational and Skill Mismatches in the Spanish Labour Market: a Panel Analysis" explores how the mismatch between a worker's education and skills and their job requirements affects their level of job satisfaction. The study examines educational and skill mismatches using data from the European Community Household Panel from 1994 to 2001. It considers factors such as unobserved heterogeneity, state dependence, and attrition bias. Skill mismatches have a greater impact on job satisfaction compared to educational mismatches. The study highlights the importance of recognising the ever-changing nature of job satisfaction and the need to consider educational and skill mismatches when examining job satisfaction in the labour market (Badillo Amador, López Nicolás, & Vila, 2008).

ANALYSIS AND DISCUSSION

Employee Satisfaction and Dissatisfaction: The survey reveals a significant degree of employee dissatisfaction, with 41.3% of respondents expressing total dissatisfaction with their jobs. This high level of discontent highlights a critical area for organizational focus and improvement. In stark contrast, a small fraction, only 4.34%, report being satisfied with their current positions, indicating a pressing need for interventions aimed at enhancing job satisfaction. The data suggest a polarized workforce, with a notable gap in moderate satisfaction levels, pointing towards an opportunity for organizations to explore and address the underlying causes of this dissatisfaction.

Work-Related Stress: The findings on work-related stress provide a nuanced view of employees' experiences. A small segment, 13.7%, categorize their jobs as very stressful, whereas a larger proportion, 32.6%, experiences varying degrees of stress, indicating that stress is a prevalent issue but varies in intensity across the workforce. The presence of a small percentage (2.6%) of employees who do not find their work stressful at all suggests that experiences of stress are not universal and may be influenced by factors such as job role, personal resilience, and workplace support systems.

Workplace Flexibility and Initiative: The survey underscores a significant concern regarding workplace flexibility and encouragement of initiative. A vast majority of employees feel that their efforts to take initiative are not encouraged (89%), and a similar proportion (87%) report dissatisfaction with the flexibility regarding leave. These findings point to a potential area of improvement for organizations to foster a more supportive and flexible work environment that values and promotes employee initiative.

Alignment of Job with Employee Skills: On a positive note, most respondents (90%) believe that their jobs are well-suited to their abilities, suggesting a strong alignment between employee skills and job requirements. This alignment is crucial for job satisfaction and organizational effectiveness, indicating that while there are areas of concern, there is also a solid foundation upon which to build.

Income and Financial Well-being: The survey reveals that most respondents (58.6%) feel their income allows for a decent living but not luxury, emphasizing the economic challenges faced by employees. A significant portion (21%) can only afford necessities, highlighting financial strains that may contribute to overall dissatisfaction and stress.

Secondary Employment for Additional Income: A considerable number of employees (29.3%) engage in additional activities outside their primary employment to supplement their income, and 26% have a second job. This trend underscores the financial pressures employees face and the need for organizations to consider compensation strategies that better support their workforce's financial well-being.

Priorities and Preferences of Benefits when Seeking New Employment: When considering new job opportunities, employees prioritize a good salary (44.5%), indicating the critical role of financial compensation in job selection. Following salary, the potential for growth within a supportive organization (26.1%), job security (21%), and a positive work culture (8.5%) are significant factors. These priorities reflect employees' desire for not only financial stability but also career development and a supportive work environment.

CONCLUSION AND RECOMMENDATION

According to this study, a considerable number of workers are not satisfied with their pay, and a considerable number of them feel that their pay is insufficient to maintain a decent standard of life and that they cannot purchase more expensive products. The fact that a sizable portion of workers—26%—feel forced to look for second jobs and that 29.3% participate in different money-generating activities to supplement their income, further emphasises this financial burden. Furthermore, the statistics point to a widespread problem of stress at work, where a range of stress experiences affect employees' general well-being and productivity.

Referring to other sector study. The 2008 study "Incentives for health worker retention in Kenya: An assessment of current practice" evaluates strategies for retaining health workers, focuses on existing policies, and provides guidelines for non-financial incentive packages to address recruitment and retention challenges in Kenyan institutions (Ndeti, Khasakhala, & Omolo, 2008).

SUGGESTIONS

Companies should thoroughly examine and modify their remuneration plans to ensure fairness and competitiveness. Boost motivational techniques by establishing a comprehensive incentive program that honours staff performance, including non-financial and financial incentives. Enhance the workplace environment to lower stress by creating action plans, promoting open communication, stress management resources, and ensuring work-life balance. Encourage employee participation in decision-making regarding pay and working conditions. Regularly evaluate work conditions, stress levels, and employee satisfaction to identify patterns and areas for improvement. Addressing these areas can improve employee happiness, lower stress levels, and foster a more engaged, productive, and motivated workforce, supporting long-term organizational growth and success.

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