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AN EMPIRICAL STUDY ON EMPLOYEES MOTIVATION:- A CASE STUDY OF ACB (INDIA)LTD. CHHATTISGARH

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ABSTRACT:

The purpose of this study was to describe the importance of certain factors in motivating employees at the ACB (India) Ltd..Specifically, the study sought to describe the ranked importance of the following ten motivating factors: (a) job security, (b) sympathetic help with personal problems, (c) personal loyalty to employees, (d) interesting work, (e) good working conditions, (f) tactful discipline, (g) good wages, (h) promotions and growth in the organization, (i) feeling of being in on things, and (j) full appreciation of work done. A secondary purpose of the study was to compare the results of this study with the study results from other populations

Key Words: Empirical study , Employees motivation , organizations survive.

INTRODUCTION

According to Webster's Dictionary a motive is" something that causes a person to act" "Motive ,in turn,means"to provide with a motive,and motivation is defined as "the act of motivating. "Thus, motivation is the act or process of providing a motive that causes a person to take some action .In most cases motivation comes from some need that leads to behaviour that results in some type of reward when the need is fulfilled.

MOTIVATION DEFINED

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behaviour purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs



(Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

THE ROLE OF MOTIVATION

Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the

most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator.

OBJECTIVES OF THE STUDY

- 1.To find which motivational factor is more important.
- 2.To understand about the employees satisfaction level.
- 3.To develop and identify the level of satisfaction so that HR policies can be revised with reference to that.
- 4.The purpose of employee motivation study is to find out that how we can increase loyalty against company.
- 5.How we can utilize motivation techniques to stimulate employee growth.
- 6.For the achieve a desire rate of production

REVIEW OF LITERATURE

In the current competitive climate, the organization must have an intense interest in maximizing the resources at hand. Leadership must be alert to the ways in which fluctuating outside conditions and internal changes can dramatically impact the group's dynamics required for peak performance. This will best be accomplished by motivating everyone to work together.

Motivation is the art of creating conditions that allows everyone to get their work done at their own peak level of efficiency (Gellerman,1992). It helps people to focus their minds and energies on doing their work as effectively as possible. It is the inner force that drives individuals to accomplish personal and organizational goals (Lindner, 1998). Through motivation,skilled leaders can bring out hidden or untapped capabilities of their people. At the same time, this will give each person involved a greater degree of job satisfaction and make them more successful as individuals.

Employees have the need to be motivated for survival. Motivated employees are needed in the rapidly changing workplaces. Motivated employees are more productive, and they help organizations survive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Employees, on the other hand, must be willing to let managers know what motivates them, and managers must be willing to design reward systems that motivate employees.

Identifying the factors that affect the quality and quantity of employees' job performance is an important issue in the study of work and the workplace. Managers routinely make assumptions about the characteristics that enhance or detract from performance. It is generally assumed, for example, that greater organizational commitment contributes to better performance as more committed employees should be more motivated to work hard on their organization's behalf. Performance is also assumed to be affected by structural and task characteristics such as whether employees are able to exercise autonomy and discretion in their work, the extent to which their tasks are clearly defined, and whether they are rewarded for hard work (Cheng, et al, 1996).

Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employee's changes constantly. A manager should be conscious of what motivates employees, what energizes, what makes them feel more optimistic, and what type of rewards encourage them. These are the important things that make employees reach their full potential. Once high performance has been demonstrated, rewards can become important as inducements to continue. Internal, self-administered rewards that can occur following high

performance include a sense of achievement based on attaining a certain level of excellence, pride in accomplishment, and feelings of success and efficacy (Kleinbeck, 1990).

Organizations use different motivation theories for motivating employees. In Herzberg's theory, management should begin by focusing on hygiene factors such as pay and job security, before focusing on motivator factors which include interesting work and full appreciation of work done. On the other hand, in Adams' equity theory, management should begin by focusing on areas where there may be perceived inequities, such as pay and full appreciation of work done, before focusing on interesting work and job security. Another theory by Vroom's suggests that management should begin by focusing on rewarding, employee effort in achieving organizational goals and objectives.

According to *Motivation in the Real World* by Gellerman (1992), the most effective motivation systems in successful American companies are: selectivity in hiring, generous pay and benefit programs, and encouragement of long-term employment. Other strategies include flexible implementation of policies, rather than rigid rules, cooperative unions, or no unions at all, and a conscious policy of putting employee motivation above all other priorities.

On the other hand, a research by Lindner (1998) on *Understanding Employee Motivation*, determined the ranked order of motivating factors. The top answers were interesting work, good wages, and full appreciation of work done. These factors are followed by job security, good working conditions, promotions and growth in the organization. Feeling of being in on things, personal loyalty to employees, tactful discipline, and sympathetic help with personal problems ranked low on the results.

Other methods of increasing employee motivation include job enlargement, job enrichment, promotions, internal and external stipends, monetary, and non-monetary compensations. Job enlargement can be used to make work more interesting for employees by increasing the number and variety of activities performed. Managers can also use job enrichment to make work more interesting and increase pay by adding higher level responsibilities to a job and providing monetary compensation (raise or stipend) to employees for accepting this responsibility.

To effectively motivate employees, the leader has to learn how to communicate effectively with the employees. The leader should first spell out what he/she wants them to do, reassure them that if they're willing to try, they really can do what the leader has asked them to do, and finally, convince them that it's very much in their best interests to try (Gellerman, 1992). The leader should also learn the skill of how to listen to what the employees have to say. Employees are motivated when they are given the opportunities to take part in achieving the objectives of the organization, and made to feel that what they say and do have worth.

Acknowledging efforts is also essential for a motivated and satisfied work force (Denton, 1992). It stimulates new ideas and encourages better performance and team spirit. In consensus decision making, employees are given the opportunity to contribute their ideas and take part in creating decisions. It does not mean that everyone has to agree, only that people believe that the right facts and right reasons are used to make the right decision. The real benefit of this process is not getting an answer but going through the process to get the answer. Good employees keep pushing and keep digging for facts until everyone agrees on a decision. Consensus decision-making makes the employees think about the decision, and the leader gets commitment and motivation from the process.

Restructuring jobs can improve workplace, and motivate both managers and employees. This broadening and restructuring jobs can be a partial answer to motivating today's work force (Denton, 1992). One way to do this restructuring of work involves broadening job responsibilities. For instance, a process of reducing the number of managerial layers within its organization can be implemented. To

improve motivation and allow more lateral movement within the organization, there can be reduced pay grades so managers in different disciplines could move easily across the organization. It also broadens the responsibilities of many of the managerial positions, believing that broader responsibilities would increase the challenge and satisfaction within the organizations.

Giving employees diversity of experience is also a form of motivation. When it is considered that it is not uncommon for companies to do nearly half their sales in foreign markets, it is easy to see why companies see Foreign Service as a real plus. Working overseas is not the only foreign experience that companies are finding to be both motivational as well as beneficial to the company. Many are sending their most promising managers and employees back to business schools and training programs. Employees are trained to do several tasks so they can handle more jobs, work faster, and make fewer mistakes. They are also trained to increase their knowledge and skills to achieve corporate goals. Other types of training include product/process specific training and special management training. In this way, both the employees and the organization benefit from the training. The employees are motivated to improve their performance at work. The organization, on the other hand, will achieve its objectives through its highly skilled personnel. Another motivational tool is using lateral moves. While pay, managerial level, and, in some cases, even titles remain the same, the challenge of each new job keeps employees motivated (Denton, 1992).

Once the organization finds good employees, it is essential to find ways to keep them (Denton, 1992). Career advancement and awards program as incentives increase the odds of being able to retain people. These incentives are designed to reinforce desired behaviour, such as quality work and a focus on the customer. They help employees to deliver high-quality service and keep them motivated.

The leader has to know the important distinction between actions that are retainers and those that are motivators. The primary purpose of a retainer is to keep a person on the job. The purpose of motivation is to increase performance. To increase performance, management needs to set goals and then to link the accomplishment of those goals with rewards of value. Money is a reward of value for many employees. There are as many employees who also have personal goals that have something to do with job performance and career development. Good supervision and motivation seek out personal goals and align them with the goals of the organization.

Morale building is related to motivation and recognition, but there are times when it needs a special emphasis. Downsizing often leads to layoffs. Layoffs are negatives for those left behind. In the aftermath of a merger or downsizing, managers must involve their employees in the next steps, whatever they may be. Regular communication about what is going on becomes link straighteners.

Job security is also very important for employees. They reach an age and a stage when they realize that they are no longer building a career, but are in a career and need to perform at top levels. These workers frequently place less emphasis on salary, assuming it is adequate, and more on certain intangibles, particularly those that give them some assurance they will be around for a few more years. Mature employees want opportunity for learning, growth, responsibility. For these employees, consider continuing education, secure pension plans, a sense of greater belonging, and symbols of seniority such as an extra day off after three years or an extra week after ten. They also want independence, autonomy, and flexibility. It is interesting that employees who have a sense of ownership about their work not only reach higher levels of performance, but also look for constructive criticism. They want to do a good job and they want the leader to know it. Employees retain their work when they are comfortable in their workplace environment.

If internal and external rewards provide the individual with what he or she wants or values or considers appropriate or beneficial, the individual experiences satisfaction with the job. Job satisfaction can be

viewed as the result of a positive appraisal of the job against one's value standards. Job satisfaction is not a result of the person alone nor of the job alone but of the person in relation to the job--that is, the job as appraised by the person. Thus, if the job is appraised as a fulfilling or facilitating the attainment of one's values, satisfaction is experienced; if the job is appraised as blocking or negating one's values, dissatisfaction is experienced.

More important values have a greater impact on affective reactions than less important values. The work itself is usually a more important aspect of the job for professional and skilled people than for others. Thus as a category, the work itself is usually the job aspect most strongly related to overall job satisfaction for people at the higher job levels. Having challenging and meaningful work leads to high work satisfaction and, if rewarded by the organization, to high satisfaction with rewards as well.

In previous studies, it was found that job satisfaction affected organizational commitment that in turn affected the intent to stay. Researchers found that work experiences that lead to satisfaction (job scope or challenge, considerate supervision, compatible work groups) were associated with commitment (Kleinbeck, et al, 1990). Commitment is defined as the acceptance of the goals and values of the organization; the willingness to exert effort on behalf of the organization; and a desire to stay with the organization.

Assuming that positive job experiences conducive to satisfaction are a crucial factor in bringing commitment about, and that commitment is a key factor in getting people to stay with the organization and cooperate with its members, then presumably committed employees will be prone to accept organizational demands (Kleinbeck, et al, 1990). Employees, who are motivated, satisfied with and committed to the organization, are more likely to stay, and thus, increase the survival and success rate of the organization.

1. Research Methodology

To fulfil the objectives of the study, the researcher conducted a survey of 200 Employees of ACB (India) Ltd. The fooling research mythology was adopted to carry out the study.

RESEARCH PROBLEM

The researcher want to find out the degree of Employee Motivation in ACB (India) Ltd. And the level of Employee Performance with the impact of Employee Motivation on Employee Performance

RESEARCH DESIGN

A sample of 200 subjects was taken on convenient basis randomly from the employees of ACB India Ltd. All the subjects were tested for managerial effectiveness & employee performance and results so obtained were analysed with the help of various statistical tools & techniques.

In the present research, researcher has used Experimental Research Design.

COMPANY PROFILE:

ACB (India) Limited, along with its subsidiaries and associates, is largest and most efficient coal washery operator in the private sector with an aggregate designed beneficiation capacity, on a proportional basis, of 62.57 million tons per annum. Our beneficiation operations are spread over 17 locations in India in the major coal bearing states of Chhattisgarh, Orissa, Maharashtra and Telangana and include the largest coal beneficiation plant in India in Dipka (Chhattisgarh), with a designed capacity of 12.00 million tons per annum. The Company's core business is coal beneficiation and power generation.

SAMPLING DESIGN

Sampling is necessary because it is almost impossible to examine the entire parent population (i.e. the entire universe) various factors such as time available, cost, purpose of study etc make it necessary for the researchers to choose a sample. It should neither be too small nor too big. It should be manageable.

For selecting the sample, researcher has used Random Selection Technique on convenience basis.

DATA COLLECTION METHOD

While deciding about the method of data collection to be used for the study, the researcher should keep in mind two types of data viz., primary and secondary.

Questionnaires method of data collection was used in the research for data collection.

1. Employee Motivation Scale: developed by researcher.
2. Employee performance Scale: developed by researcher.

Sample

For collection of primary data, the population was employees and managers of ACB India Ltd Sample was taken randomly on availability basis. The size of sample was 200 Managers and Employees in ACB India Ltd.

Statistical Tools and Techniques

Researcher has used various statistical techniques such as range, mean, std. deviation and correlation. Bar graphs and pie charts were also used for effective presentation of data analysis and interpretation, so that everyone can easily understand the findings of research report.

Data Analysis and Interpretation

For studying the employees motivation we take 200 employees of ACB (India) Ltd. and collect the following information.

Table – 1
(Responses of the employees)

S. NO.	Question Statements	SA	A	NAND	DA	SDA
1.	Whether you have feeling of being involved in decision making.	30%	40%	5%	15%	10%
2.	Do you find you are motivated to work in organization	25%	55%	10%	5%	5%
3.	Do you think the company's present management style needs improvement	40%	26%	10%	12%	12%
4.	Do the employees of the organization feels empowered	10%	30%	10%	30%	20%
5.	Financial incentives motivates the employee more than non-financial incentives	35%	55%	5%	4%	1%

6.	Employees in the organization feel secured in their job	30%	45%	15%	5%	5%
7.	The retirement benefits available are sufficient	10%	30%	20%	30%	10%
8.	I generally like to schedule my own work and to make job related decisions with a minimum of supervision	25%	60%	10%	3%	2%
9.	Employees are satisfied with the support from the HR department	10%	35%	15%	30%	10%
10.	In the organization there is a fair amount of team spirit	15%	40%	10%	20%	15%

As mentioned above total 10 questions were asked to 200 employees of ACB (India) Ltd. on motivation. The details of the responses are given in a tabular form in table 1.

SA= Strongly Agree A=Agree NAND = neither Agree nor Disagree DA=Disagree
SDA=Strongly Disagree

Results

Data collected from employees of ACB India Ltd. was tabulated and overall results presented in the form of graphs.

1. Whether you have feeling of being involved in decision making.

S.NO.	SA	A	NAND	DA	SDA
1.	30%	40%	5%	15%	10%

Statement Conclusion:

As per the responses of the employees 40% subjects were agreed that there is low degree of employee are feeling of being involved in decision making and 10% subjects are strongly disagree with the statement.

2. Do you find you are motivated to work in organization?

S.NO.	SA	A	NAND	DA	SDA
1.	25%	55%	10%	5%	5%

Statement Conclusion:

25% employees were agreed that there is high degree of employees are motivated to their work and 5 employees were strongly disagree.

3. Do you think the company's present management style needs improvement?

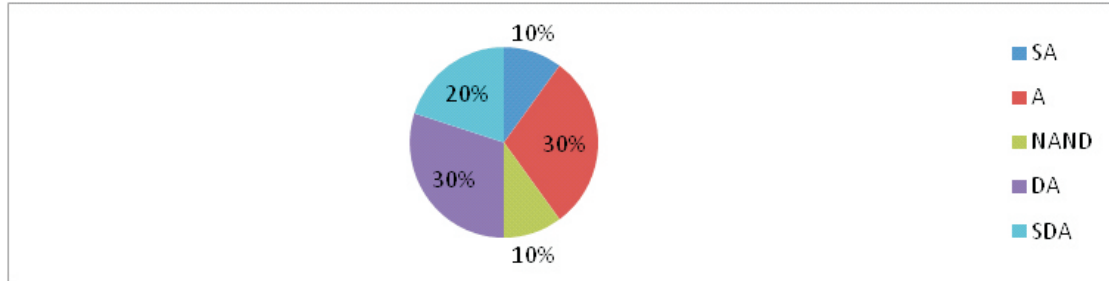
S.NO.	SA	A	NAND	DA	SDA
1.	40%	26%	10%	12%	12%

Statement Conclusion:

By the responses of the employees we came to know that 40% employees were strongly agreed that the company's present management style needs improvement, 12% employees are disagree and 12% employees were strongly disagree.

4. Do the employees of the organization feels empowered?

S.NO.	SA	A	NAND	DA	SDA
1.	10%	30%	10%	30%	20%



STATEMENT CONCLUSION:

10%employees were strongly agreed that they are empowered and 20% employees were strongly disagree.

5. Financial incentives motivate the employee more than non-financial incentives.

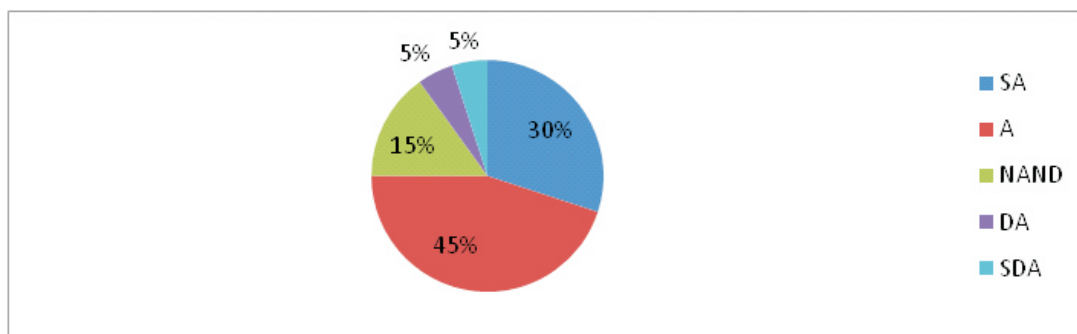
S.NO.	SA	A	NAND	DA	SDA
1.	35%	55%	5%	4%	1%

Statement Conclusion:

Here 35%employees were strongly agreed that financial incentives motivates them more than non-financial 55%employees were agreed 5% employees are neither agree nor disagree 4% employees disagree and 1% employees were strongly disagree.

6. Employees in the organization feel secured in their job.

S.NO.	SA	A	NAND	DA	SDA
1.	30%	45%	15%	5%	5%



Statement Conclusion:

From the responses it is clear that 30%employees were strongly agreed that they feels secured in their job,5% employees disagree and 5% employees were strongly disagree

7.The retirement benefits available are sufficient.

S.NO.	SA	A	NAND	DA	SDA
1.	10%	30%	20%	30%	10%

Statement Conclusion:

10%employees were strongly agreed thatthe retirement benefits available are sufficient and 10% employeeswere strongly disagree with the statement

8.I generally like to schedule my own work and to make job related decisions with a minimum of supervision.

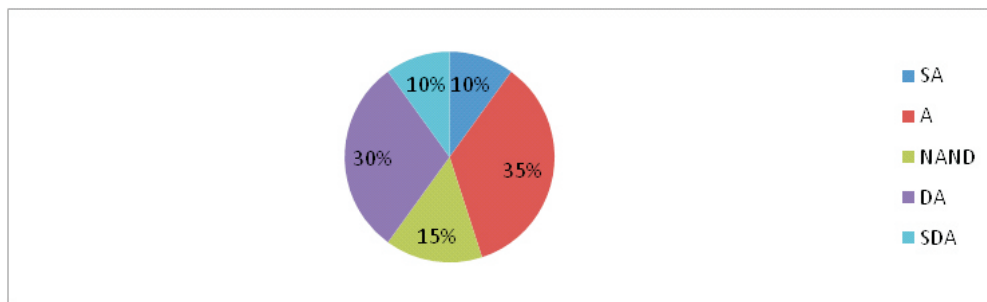
S.NO.	SA	A	NAND	DA	SDA
1.	25%	60%	10%	3%	2%

Statement Conclusion:

From the responses it is clear that 25% employees were strongly agreed that theygenerally like to schedule their own work and to make job related decisions with a minimum of supervision and 2% employees were strongly disagree.

9. Employees are satisfied with the support from the HR department.

S.NO.	SA	A	NAND	DA	SDA
1.	10%	35%	15%	30%	10%

**Statement Conclusion:**

As per the responses of the employees 10% employees were strongly agreed that theysatisfied with the support from the HR department and 10% employeeswere strongly disagree.

10.In the organization there is a fair amount of team spirit.

S.NO.	SA	A	NAND	DA	SDA
1.	15%	40%	10%	20%	15%

Statement Conclusion:

We come to know that 15% employees were strongly agreed that in the organization there is a fair amountof team spirit and 15% employees were strongly disagree.

CONCLUSION

- 1.Management is able to solve the problem of employees on time.
- 2.Management is able to motivate the employees of the organization.
- 3.Management is providing sufficient opportunities for the development of employees as well as organization.
- 4.In the organization there is high degree of employee's job security.
- 5.In over all conclusions the fact is found that organization is able to short out the problems of absenteeism, turnover, and poor productivity.
- 6.In the organization there is a fair amount of team spirit

LIMITATIONS OF THE STUDY:

Researcher has collected data from primary source i.e. questionnaire method. Many problems were aroused while conducting research such as:

1. The response of the employees in giving information was lukewarm.
2. Organization's resistance to share the internal information.
3. Non-response error.
4. Huge Space between what people say and what they actually do
5. The Privacy policies of ACB INDIA LTD. don't allow researcher to use more data.

Researcher wanted to use observation method also. But, due to paucity of time couldn't sit there regularly for observation. It needs some equipment also which was not possible for researcher to arrange those equipments. So, with more time and resources, researcher could do much better.

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