IMPACT OF MOTIVATIONAL FACTORS ON EMPLOYEE PERFORMANCE – A STUDY IN ODISHA POWER SECTOR

Dr. Sathya Swaroop Debasish
Reader, Department of Business Administration,Utkal University , Bhubaneswar, Odisha, India.
Mr.Gaurav Sahoo
Research Scholar, Dept. of Business Administration, Utkal University, Odisha, India.

Abstract
This paper aims at finding out how motivating factors like hygiene factors such as supervision, working conditions, job security and performance assessment have influence on the employee and their performance. The sense of achievement in one's job, responsibility and recognition with career advancement and training is essential motivator for an employee towards the performance enhancement, where he can focus with the help of organizational support. The paper also highlights the dimensions of performance enhancement by weeding out unsatisfactory motivational elements. There is a relationship between the motivation and employee performance.
Key words: Employee performance, motivation, job satisfaction

INTRODUCTION

One of the most important factors that move every human being to achieve his or her goal is motivation. Indeed, motivation is that guiding principle that enables people to stay focused on the path of success regardless of the challenges that may be encountered. Some scholars in the field believe that if this driving force did not exist, people would live in the rut of monotony and no great discoveries or interventions would have happened. Motivation is the catalyst that spurns employees' eagerness to work without pressure. To motivate is to provide employees with a motive to do some tasks. It is to cause or provoke somebody to act either positively or negatively. To say that nobody can motivate employees at work is like saying there are no influential leaders, that there are no effective managers, and that there are no motivational speakers. Motivation could be intrinsic or extrinsic. Intrinsic motivation derives from within the person. It refers to the direct relationship between a worker and the task, and is usually self-applied. Examples of intrinsic motivation are achievement, accomplishment, challenge and competence which are derived from performing one's job well. Extrinsic motivation comes from the work environment, external to the person and his or her work. Good salary, fringe benefits, enabling policies and various forms of supervisions are good examples of this type of motivation.

Motivation is considered a vital factor influencing the behavior and activity of employees. Behind every action of a man, there has been a specific motive. According to Webster's New Collegiate Dictionary, a motive is "something a need or desire that causes a person to act". "Motivate, in turn, means "to provide with a motive," and motivation is defined as "the act or process of motivating". Consequently, motivation is the performance or procedure of presenting an intention that origin a person to capture some accomplishment (Shanks.N. H.). According to Butkus & Green (1999), motivation is derived from the word "motivate", means to move, push or influence to proceed for fulfilling a want (Kalimullah et al, 2010).

Bartol and Martin (1998) describe motivation as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue. In view of Bedeian, (1993) it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. Reece and Brandt (1990) suggest that motivation can be defined as the reason why people do the things they do, and in a work setting, motivation is what makes people want to work. Finally, Daft and Marcic (2004) explain that motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. These concepts of motivation suggest that motivation has something to do with a person's behavior, a cause of behavior, or the

reasons of individual behavior, and the causes of individual behaviors may differ because of different individual needs.

LITERATURE REVIEW

Pinder (1998) regarded Maslow's theory as the most paradoxical of all current motivational theories, while acknowledging the theory's evident familiarity among practitioners and academics, he believed the theory to be misunderstood and oversimplified. Pinder (1998) also commented on the lack of empirical support of the theory. This lack of research support and low scientific validity and applicability of the theory remains today.Unlike Maslow's theory, McClelland et al.'s (1953) theory was more associated with organisational settings, thus it is believed the theory may relate more directly to how employees function in the organisational environment. The central focus of McClelland et al.'s work was to identify the motivational differences between individuals in order to determine which motivational patterns led to effective performance in the work environment. McClelland et al. (1953) initially identified three needs, the needs for achievement (nAch), power (nPow) and affiliation (nAffil). Weick and Nesset (1968) believed that inequity could arise in three ways. That is, by "own inequity" (Person's input/outcome ratio, when compared to their internal standard, is internally unbalanced), "comparison inequity" (Person's input/outcome ratio is internally balanced, but unbalanced when compared to Other) or "own comparison inequity" (Person's input/outcome ratio is both internally unbalanced and when compared to Other). Locke et al. (2002) argued that difficult specific goals lead to significantly higher performance than easy goals, no goals or even the setting of an abstract goal such as telling employees to do their best. The goal theory suggests that the joint setting of objectives, feedback and involvement, which are all part of a managerial approach, can improve motivation. The theory places particular emphasis on goal-setting behaviour and stipulates that the goals need to be clear, specific and achievable if they are to motivate. Robbins (1993) stated that there are four components necessary to achieve a successful MBO program. The first being goal specificity. That is, the objectives in any MBO program should be concise statements of expected accomplishments. Secondly, a superior should not exclusively set a subordinate's objectives. MBO replaces imposed goals with participative goals. That is, both subordinate and superior decide the goals together. Thirdly, a time constraint should be put in place, giving specific deadlines. Buckley et al. (2002) acknowledged this factor, but also added the importance of determining how the objectives are to be accomplished. Finally, feedback on one's performance should be provided.K. Sandhya & D. Pradeep Kumar(2011) concluded that employee retention can be practiced better by motivating the employees in the aspects of Open Communication which enforces loyalty among employees. Pankaj Chaudhary(2012) in his research proved that the employees motivation and organizational performance is positively correlated. He stated that motivated employees are more productive in terms of their performance as compared to less or non-motivated employees. Renu Sharma(2013) states that of all the components, basic salary and benefits & services are perceived to play an important role in increasing the motivation level to work in respect of public sector bank employees at all the managerial levels, while in private sector banks basic salary and incentives - both short-term and long-term are found to motivate more at all managerial levels. Surya Prakash Tripathi(2014) found performances of employees improve when there is an increase in motivational factors such as incentives, recognition and remuneration. He also stated that it is imperative for organization to take into consideration the needs and feelings of their employees because "a happy worker is a productive worker". Muralidharan, K. & Jayasri Indiran(2014) found that the sense of personal efficacy is a common strong personal variable associated with both job motivation and job satisfaction of women employee. They further suggest employers/ HR Managers can enhance personal efficacy through performance counseling & training which will result in sustaining and promoting job motivation among women employees.

MOTIVATIONAL FACTORS THAT AFFECT EMPLOYEE PERFORMANCE
- Communication
- Wages & Salaries
- Fringe Benefits
- Good Working Environment

- Trust
- Career Development
- Recognition And Appreciation
- Supervisor Relation

RESEARCH METHODOLOGY

The study makes a critical analysis of motivation and workers performance in Organisation and identifies several motivation incentives that can help boost better performance. Its central question is: Why are workers not performing as expected? Its assumption is that qualified and skilled workers have assumed their rightful positions based on the job description and specification but their performance is not satisfactory. The research examines whether this is due to limited or inadequate motivation measures to induce good performance. In order to do this analysis, this research used a conceptual framework that relates the key concepts of intrinsic, extrinsic motivators and performance management approaches to work and organisational performance. It also engaged the use of three motivation theories in its theoretical framework. The research has been taken up on a survey basis. The responses are taken from employees working in Power sector. The Sample size is 300. Sampling Method was stratified random sampling. Structured Questionnaires were distributed among the employee respondents. Data analysis was done with the help of MS Excel and SPSS Software.

DATA ANALYSIS

The followings are the findings after analyzing the data collected from respondents through questionnaire.

Salary

In order to find out how adequate the salaries of the section heads are, they were asked the question: "Do you find your salary level to be adequate?" and the response is depicted in table.

Response	Female	Male	Frequency	Total (%)
Yes	20	30	50	17.9
No	50	180	230	82.1
Total	70	210	280	100

Table shows that although the section heads agreed to the fact that money is important incentive to encourage good performance but they perceived the salaries as not adequate. According to Herzberg inadequate salaries are a demotivate and this prevents motivators from encouraging good performance.

Working Conditions

In order to establish the effectiveness of the working conditions to encourage good performance. The section heads were asked the question: "Do you find the working conditions at the Organisation effective to encourage good performance?'' and the response is depicted in table.

Response	Female	Male	Frequency	Total (%)
Yes	20	130	150	53.6
No	50	80	130	46.4
Total	70	210	280	100

From table it is observed that the working condition at the Organization has a mixed response towards encouragement for good performance. In order to establish a way to improve the working conditions the section heads were asked for their views and they felt that this could be done by increasing monetary provision, improvement in working relations, adequate provision of facilities and more capacity building.

Physical Environment

In order to find out if the physical environment at the Organisation was adequate to encourage good performance the section heads were asked the question: "Do you find the physical environment adequate to encourage good performance and the response is depicted in table.

Response	Female	Male	Frequency	Total (%)
Yes	50	80	130	46.4
No	20	130	150	53.6
Total	70	210	280	100

Table shows that the male section heads perceive the physical environment inadequate to promote good performance while the female perceive it to be adequate to promote good performance. However both the female and male sector heads consented to the importance of a good physical environment in encouraging good performance. In order to improve the physical environment at the Organisation, the section heads were asked the question. "What changes would you suggest in order to make the environment more conducive?" Their responses included provision of office facilities, improve the sanitation and improve on the compound.

Job Security
In order to establish if the job security at the Organisation was adequate, the section heads were asked the question: "Do you find the security over your job adequate?" Below in table are their responses indicated.

Response	Female	Male	Frequency	Total (%)
Yes	20	130	150	53.6
No	50	80	130	46.4
Total	70	210	280	100

Table shows that the female section heads do not find the job security at the Organisation to be adequate while their male counter parts find the job security to be adequate. In order to get ways to improve on the present job insecurity the section heads were asked the question: "In case you find your job relatively insecure, what suggestions would you make for change?'' Their response included the need to improve on the leadership, improve on people's performance and avoidance of segregation.

Working Relations
In order to establish the state of working relations at the Organisation, The heads of section were asked the question: "What is your opinion about the working relations at the Organisation?" Below in table their responses have been shown.

Response	Female	Male	Frequency	Total (%)
Very Good	10	0	10	3.6
Good	30	70	100	35.7
Fair	10	60	70	25
Bad	20	80	100	35.7
Very Bad	0	0	0	0
Total	70	210	280	100

Table shows that the working relations at the Organisation are found to be fair.

In order to find out if he fair working relations are sufficient enough to promote good performance, the section heads were asked the question: "Do you find these relations beneficial to encourage good performance?" Below in table their responses have been made.

Response	Female	Male	Frequency	Total (%)
Yes	40	130	170	60.7
No	30	80	110	39.3
Total	70	210	280	100

Table shows that both the female and male section heads find the working relations at the Organisation beneficial to encourage good performance. In some instances where the relations were said to be not beneficial, in order to find out what could be done to improve on these relations to make them beneficial, the heads of sections were asked the question: "If not beneficial, what is your suggestion to be able to create effect?" Their

responses included: the need to develop team spirit, top management to improve in the manner of handling workers and work regulations to be followed.

Supervision

In order to establish the effectiveness of the supervision in relation to good performance, the section heads were asked the question: "How effective do you find the supervision to enable you perform better?" Below in the table their responses have been indicated accordingly

Response	Female	Male	Frequency	Total (%)
Very Good	10	0	10	3.6
Good	40	130	170	60.7
Fair	0	10	10	3.6
Bad	20	60	80	28.5
Very Bad	50	10	10	3.6
Total	70	210	280	100

Table shows that supervision at the Organisation is perceived to be effective.

Performance Assessment

In order to establish the effectiveness of this exercise, the section heads were asked the question: "Do you find this exercise effective in improving ones performance?" Below in table their responses have been indicated respectively.

Response	Female	Male	Frequency	Total (%)
Yes	60	140	20	71.5
No	10	70	8	28.5
Total	70	210	28	100

Table shows that the performance assessment exercise carried out in the Organisation is perceived to be effectively carried out by the section heads.

The Sense of Achievement.

In an attempt to establish if the workers feel the sense of achievement while performing their jobs they were asked the question in table and in the same table their responses have been made.

Response	Female	Male	Frequency	Total (%)
Yes	50	170	220	78.6
No	20	40	60	21.4
Total	70	210	280	100

Table shows that both the female and male heads of section, agree to have that feeling of achievement in their jobs.

Responsibility

In order to establish if the workers in the Organisation are made to be responsible over their jobs, they were asked the question: "Do you feel that you are responsible over your job?" Below in table their responses have been made.

Response	Female	Male	Frequency	Total (%)
Yes	40	130	170	60.7
No	30	80	110	39.3
Total	70	210	280	100

Table shows that the workers in Organisation have the sense of responsibility over their job.

Recognition In order to establish if the act of recognition is well catered for at the Organisation, the section heads were asked the question: "Do you feel that you are recognised in your job?" Below in table their responses have been indicated.

Response	Female	Male	Frequency	Total (%)
Yes	40	110	150	53.6
No	30	100	130	46.4
Total	70	210	280	100

Table shows that the workers feel that they are recognised by their superiors and the organisation at large.

Advancement

In order to establish if their jobs offered them that possibility of advancement, the section heads were asked the question: "Does your job offer you the possibility of advancing from one position to another?" Below in table their responses have been captured.

Response	Female	Male	Frequency	Total (%)
Yes	60	120	180	64.3
No	10	90	100	35.7
Total	70	210	280	100

Table shows that the possibility of advancing from one occupational ladder is honoured.

Training

In order to establish how effective these trainings have been in encouraging good performance, the section heads were asked the question: "Has this training allowed you to perform your duties better?" Below in table their responses have been indicated.

Response	Female	Male	Frequency	Total (%)
Yes	60	170	230	82.1
No	10	40	50	17.9
Total	70	210	28	100

Table shows that the trainings have been beneficial towards improved work performance.

FINDINGS & DISCUSSIONS

The study set out to analyse the obstacles hindering workers performance that is reasons why workers are not performing satisfactorily. To establish which motivation measures are currently in place and how effective are these. To establish whether a positive relationship exists between motivational measures, improved performance and what alternative measures can be identified in order to ensure improvement in workers performance. The study has established that performance in Organisation is not satisfactory and the kinds of motivation measures in place have also been established and they are perceived to be quite adequate to promote good performance. Lastly there is positive relationship between workers motivation and the resultant good performance except for their perception on motivation and performance. Each of the areas that have been established is also discussed below at length.

FACTORS HINDERING GOOD PERFORMANCE

- The study has established that in general workers motivation in the Organisation is not low, and it was recognised that motivation is necessary to encourage good performance.
- The study has realised that the salaries and allowances are very inadequate and not able to meet people's basic needs.
- The managers feel that they are not getting enough support from their subordinates, which in turn can also hinder good performance.
- The study also indicates that performance in the Organisation is not satisfactory with complaints being made by the general public.
- Training funds are not found to be very adequate. This is a hindrance to good performance.
- The study also established that in some instances work regulations are not followed by the employees.
- The study has realised that office facilities such as computers at the Organisation are not sufficient to facilitate good performance.

- The study has established that a weakness exists on the side of Management in the manner in which subordinates are handled.

CONCLUDING REMARKS

It is indicative of the above discussion that most of the hygiene factors such as supervision, working conditions, job security, and performance assessment have been met and for that reason the efforts made to motivate by the motivators are bound to succeed. This conclusion is built on the emphasis made by Herzberg that in order to motivate people an organisation needs to first have the baseline that is the hygiene factors in place and then the motivators will be used to motivate and in absence of the base line motivation is not possible to achieve. From the same discussion it is established that the workers in organisation ,in particular the middle cadres perceive that most of the motivators as described by Herzberg such as sense of achievement in ones job, responsibility, recognition, advancement and training are quite adequate. This therefore brings to light the realisation that workers are bound to be motivated to perform well since the baseline is there and the motivators are able to stimulate good performance. The study has shown that there is some success in the use of intrinsic motivators and extrinsic motivators to improve performance at the Organisation. The study also revealed a dimension of unsatisfactory performance, with the majority of the middle cadres consenting to have heard complaints about unsatisfactory performance. This therefore creates an element of poor performance amidst good motivational measures. However the findings contradict the assumption of the study and are not in support of the problem statement. The researcher on the other hand recognizes that the findings hold the perceptions of the middle cadres and heads of department of the organization which may not necessarily reflect the situation on the ground. This findings could mean several things either the workers of the may be more concerned with protecting the image of the Organization other than their own. The researcher has been able to observe that there is a consistent minority views of about 15 percent throughout the research process and why this could be so my research instrument is not able to make me give a conclusive explanation but however through my experience in dealing with the human resources it could be because we have the hard core of disgruntled people in any organisation, who are always unsatisfied and whatever the organisation may try to do it will always be negatively perceived by these categories.

REFERENCES

1. Adams G (1965) Understanding Research Methods (2nd ed). New York: Kogan Page Publisher.
2. Adams, J. S. (1963). "Toward an understanding of inequity". Journal of Abnormal and Social Psychology 67: 422-436
3. Ankita Srivastava & Dr. Pooja Bhatia(2013). "A Qualitative Study of Employee Motivation Factors In Nationalized Banking Sector Of India". International Journal of Business and Management Invention, 18-22.
4. Buckley, R. M., Johnathon, J. N., Halbesleben, R. B., Wheeler, A. R., Stauffer, J. (2002). The Daunting Task of Motivating Information Technology (IT) Professionals. Oklahoma Business Bulletin 69(4): 5-13.
5. Herzberg, F. (1968), 'One More Time: How Do You Motivate Employees?', Harvard Business Review, 46: 1, pp. 53–62
6. K. Sandhya & D. Pradeep Kumar(2011) . "Employee retention by motivation". Indian Journal of Science and Technology, 1780-1782.
7. Locke EA, Latham P (2002) Building a practically useful theory of goal-setting and task motivation; a 35 year odyssey. American Psychological Association, 57:705-717.
8. Locke, E. A., Latham, G. P. (1984). Goal Setting: A motivational technique that works. Englewood, New Jersey: Prentice-Hall.
9. Muralidharan, K. & Jayasri Indiran(2014). "A Study on Job Motivation Among Working Women With Special Reference to Those Who are Staying Away From Home". Paripex - Indian Journal Of Research, 156-158.
10. Pankaj Chaudhary(2012). "Effects Of Employees Motivation On Organizational Performance – A Case Study". International Journal of Research in Economics & Social Sciences. 81-87
11. Pinder, C. C. (1998). Work Motivation and Organizational Behaviour. Upper Saddle River, N.J.: Prentice-Hall.
12. Renu Sharma(2013). "The Impact of various components of Compensation on the Motivation level of employees – A comparative study of selected Indian Public and Private sector Banks". International Journal of Application or Innovation in Engineering & Management, 511-516.