



AN OVERVIEW OF EMPLOYEE MOTIVATION AND ITS IMPACT ON EMPLOYEE PERFORMANCE

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Abstract

Employee motivation and performance have always taken a centre stage in the arena of management research. When a person is told about a managerial role or any managerial operation, the first idea or the concept of management that is embedded in them is that a manager's job is to reach all the goals and objectives of the company or organisation and to follow the strategies taken up by the higher executives and chair-members. Even though they are true, the main objective is, as the name suggests 'managing' people or the employees that work under them, respectively. Employees are the life blood and the sole reason why an organisation or a company is running. This research project was done to highlight this factor and to give a clear understanding on what the entire process of 'managing' people is.

Keywords: Motivation, Employee, Grievance, Satisfaction, Maslow's hierarchy of needs.

Research Objectives

Some of the concrete objectives of this research are:

- To understand the essence of motivation
- To know how motivation is correlated to employee performance
- To generate an idea of grievances of employees
- To inquire how grievances are correlated to employee performance
- To verify certain theories of employee motivation

Introduction

All internal and external driving forces that cause an individual to undertake an activity, establish the limits and forms of activity, and direct its efforts toward accomplishing specific goals are referred to as motivation (Dikshit and Madan, 2018). When an employee's displeasure or unhappiness is not appropriately addressed in the workplace, it is referred to as a grievance. When a new employee joins a company, they have specific expectations of the organization. Employee happiness is also critical in an organization because discontent can lead to grievance, and productivity is dependent on it. If your staff are happy, they will deliver high-quality work in a timely manner, resulting in increased revenues (Spandana and Aruna, 2019).

Importance of Employee Motivation

Managers must develop innovative strategies to keep their personnel as motivated as possible on a regular basis. Because of the benefits that motivation may offer to a firm, it is quite vital (Lorincova, 2019). Such benefits include:

1. Human Capital Management: Only by utilizing all a company's financial, physical, and human resources can it reach its maximum potential. Employees are motivated to complete their tasks because of these resources.



2. Meet Personal Goals and Help an Employee Stay Motivated: Motivation can facilitate worker reaching his/her personal goals and can facilitate the self- development of an individual.
3. Greater Employee Satisfaction: Worker happiness is critical for any organization, as it is the one factor that determines whether the company advances or regresses. Employees will not be ready to meet their goals if there is no incentive plan in place.
4. Raising Employee Efficiency: Employee efficiency is not solely determined by his or her abilities and credentials; nonetheless, to get the best outcomes, an employee must strike the optimal balance between ability and willingness.
5. Better Team Harmony: A proper work environment focused on cooperative relationships is highly important for an organization' ssuccess.

Types of Employee Motivation

1.Extrinsic Motivation: Extrinsic motivation is defined as motivation derived from objects or causes outside of the individual. Extrinsic motivation, for example, is when you are inspired to work hard at work because you want a promotion(Malik, Choi, and Butt, 2019).

2.Intrinsic Motivation: Intrinsic motivation is a type of motivation that originates from inside. It stems from the personal pleasure and intellectual benefit we gain from doing that item. People who enjoy music, for example, have intrinsic incentive to practice their instrument, attend classes, and so on.

Techniques applied for Employee Motivation

1. JobEnlargement: Job enlargement entails an employee's job being expanded to include more work that is like what they already do. This may enable them to finish the entire task rather than just a portion of it, such as packaging and manufacturing things (Alsuwaidi, Alshurideh,Kurdi,Salloum: 2020).

2. Job Enrichment: Job enrichment aims to provide employees more control over their duties and greater responsibility for the design, execution, and output of their work. Some of the responsibilities previously performed by his or her direct supervisor or other personnel are assumed by the worker.

3.JobRotation:Job rotation is a procedure in which each person learns numerous industrial operations and rotates between them over a specified period. Job rotation has a big impact on how a company learns.

Maslow's Hierarchy ofNeeds and Herzberg's 2-factor model

Maslow's paradigm was based on the premise that humans have five levels of requirements, each of which must be met before someone may be motivated by higher level elements. A graphical representation of Maslow's model is shown below(Hopper, 2020). If someone's basic physiological requirements are not addressed, you will not be able to encourage them with positive feedback (an esteem component), according to Maslow.



Fig 1. Maslow's Hierarchy of Needs

Herzberg developed one of the most well-known incentive theories. Certain 'hygiene variables,' he believed, had to be in place for employees to be content, but that these did not necessarily inspire them (Ozsoy, 2019). For example, if an employee is paid less than the minimum wage, he or she is unlikely to remain motivated until a fair wage is offered.

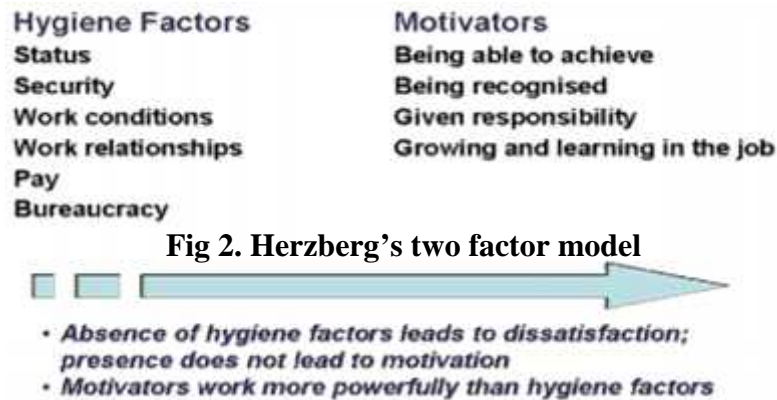


Fig 2. Herzberg's two factor model

Grievance

“A grievance is any discontent or dissatisfaction, whether expressed or not, whether valid or not, arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable”

(Buchanan and Bosewell, 2009)

Having mentioned the most illustrious definition of grievance, the following section discuss on the general method of addressing the grievances in an organization.

Grievance procedure

A grievance procedure is a mechanism for filing a complaint and guiding it through many stages to a conclusion. (Lewin, 2020).

1. Conformity with existing legislation- The procedures should be tailored to complement the existing legal framework. Wherever possible, the method can make use of whatever machinery that the legislation may already have in place.



2. Acceptability–Everyone must agree to the grievance procedure. To be widely accepted, it must assure (a) a sense of fairness and justice for the worker, (b) the manager's appropriate exercise of authority, and (c) adequate union engagement.
3. Simplicity–Every employee should be able to follow the method because it should be straightforward. The number of steps should be kept to a minimum. It is necessary to carefully design channels for handling grievances.
4. Promptness- A solid personnel policy relies on the prompt resolution of grievances. When justice is delayed, justice is denied. The procedure should aim for a quick resolution of the complaint.
5. Training–Supervisors and union representatives must receive training in grievance management for the grievance system to function effectively.
6. Follow-up–The personnel department should examine the procedure's operation on a regular basis and make any necessary structural adjustments to make it more effective.

Grievance Redressal Procedure

The goal of the grievance redressal procedure is to provide a readily accessible mechanism for resolving grievances to improve employee satisfaction and, as a result, the organization's productivity, and efficiency (Shahnawaz, Singh, Kumar, and Konidena, 2020).

- The grievance should be addressed to the departmental representative, who is a management representative. He is required to respond within 48 hours.
- If the departmental representative is unable to find a solution, the dissatisfied employee may appeal to the department's Head of Department, who must make a judgement within three days.
- If the unhappy employee is dissatisfied with the departmental head's decision, he can appeal to the grievance committee. Within seven days, the grievance committee submits a report to the manager with its recommendations.
- The case may be referred to voluntary arbitration if the grievance remains unresolved.

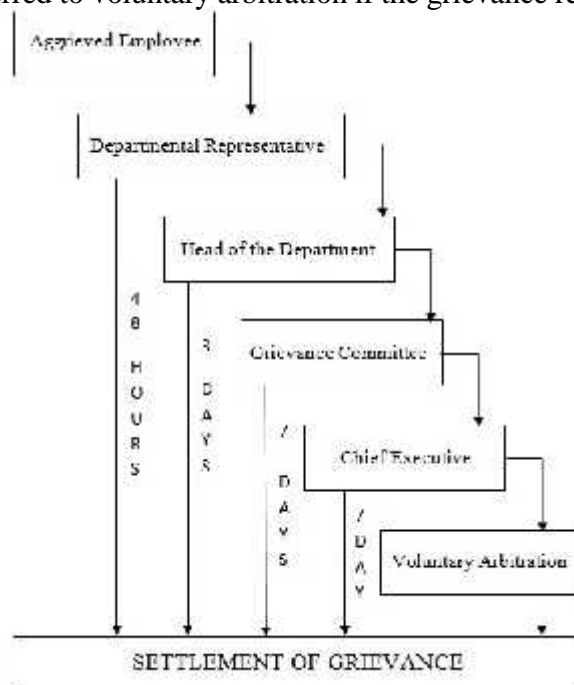


Fig 3. Grievance Redressal Procedure



Impact of Grievances

When employees have a grievance, their morale suffers, and their work performance suffers as a result. When high performers have a grievance, it has a negative impact on their performance (Obiekwe,N. Uchechi2019). Some of the effects of grievance are listed below: -

- Loss of enthusiasm for job.
- Low morale, a lack of dedication, and a lack of discipline.
- Poor production quality.
- Increased waste and expenditures, as well as increased personnel turnover.

Employee Satisfaction

Employee satisfaction is a vital area of an organization that bring results and growth. This has a direct impact on the organization's measurable vision and mission components. As Shruthishree and Eugene (2019) record in their research, employee satisfaction may be said as

“Employee satisfaction is a set of the encouraging or disapproving feelings with which employees view their work”

Factors influencing employee satisfaction

Employee satisfaction guarantees that employees are satisfied with their jobs and give their all to the company(Diamantidis and Chatzoglou, 2019). Such people rarely consider quitting employment and push not only themselves but also others to work hard for the organization's benefit.

1. An organization's working circumstances have a significant impact on employee satisfaction.
2. Employees must be appropriately compensated for their positions, functions, and duties within the firm.
3. Another key aspect that promotes employee satisfaction is training and development programs, as well as providing opportunities for professional progression and promotion.
4. In today's firms, relationships among coworkers, superiors, and management are critical.

Parameters to Measure Employee Satisfaction

Important metrics for gauging employee happiness can be derived from the above literature (Badre, 2021):

1. The working environment.
2. The Leave Policy
3. Promotional opportunities, training, and development programs are the most important factors to consider.
4. The interaction between superiors and subordinates.
5. Working hours, company procedures, and rules.
6. Salary and benefits.

Conclusion

The above study, which was conducted on various levels of employees from various work groups and companies, revealed that the major causes of grievances and employee satisfaction are related to various work-related factors, and this provides a clear understanding of how they are negatively correlated. When employees are motivated, they produce higher work output, which leads to goal achievement and fulfillment of the company goals and strategies which is positively correlated. When an employee's displeasure or unhappiness is not appropriately addressed in the workplace, it is referred to as a grievance. This also implies that an effective communication mechanism should be in place, and that all employees should be trained on the grievance procedure on a regular basis. To limit



the number of grievances filed or the frequency with which they are filed or experienced, a good motivating head or manager is required along with motivating measures. In short, 'happy employees, happy organization'.

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