
**EMPLOYEE MOTIVATION - A STRATEGIC TOOL FOR EMPLOYEE
RETENTION SPECIAL REFERENCE WITH IT INDUSTRY, COIMBATORE**

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Abstract: *Motivation is the ultimate test of effectiveness of industrial and business organization because it is directly related to the result achieved. Motivation of employees cuts across all topics and principles of industrial psychology. Work motivation of employees in each organization performance which determine the national economy. In order to bring about and maintain motivation at men at work in organization a suitable basic approach and service of action which emanate from that approach is required on the part of management. An Employee motivation can improve the employee job satisfaction and employee value proposition also.*

A systematic and scientific study of real issue or problem, intended to resolve the problem with application of management concept and skills are named as a project. The study can deal with a minor or major issue in a division or an organization. The study highlighted so many factors which will help to motivate the employees. The study was conducted among 150 employees and collected information through structured questionnaire. The study helps to finding factors which has related with employees motivation because it has impact on employees' retention in the organization. The problem can be forming any discipline of management. The indispensable requirement of a study is that it should impose scientific collection, analysis and interpretation of data leading to valid conclusion. In this study i used Ghi square, Anova statistical tools to measure the Employee motivation level.

Key Words: Employee Motivation, Employee retention, Employee value proposition, Work environment

Motivation

Motivation is an employee's intrinsic enthusiasm about and drives to accomplish activities related to work. Motivation is that internal drive that causes an individual to decide to take action. An individual's motivation is influenced by biological, intellectual, social and emotional factors. As such, motivation is a complex, not easily defined, intrinsic driving force that can also be influenced by external factors. Every employee has activities, events, people, and goals in his or her life that he or she finds motivating. So, motivation about some aspect of life exists in each person's consciousness and actions. The trick for employers is to figure out how to inspire employee motivation at work. To create a work environment in which an employee is motivated about work, involves both intrinsically satisfying and extrinsically encouraging factors. Employee motivation is the combination of fulfilling the employee's needs and expectations from work and the workplace factors that enable employee motivation or not. These variables make motivating employees challenging.

Employers understand that they need to provide a work environment that creates motivation in people. But, many employers fail to understand the significance of motivation in accomplishing their mission and vision. Even when they understand the importance of motivation, they lack the skill and knowledge to provide a work environment that fosters employee motivation.

OBJECTIVES OF STUDY

- To study the level of employees' motivation which leads to employee retention
- To find out how much the employees are motivated by the motivational factors implemented in organization.
- To find out the relationship between the employee motivation and the employee retention.
- To find out whether motivation is a necessary tool to improve performance of the employees.

REVIEW OF LITERATURE

According to **Seligman M.E. (1990)** motivation is the driving force which helps causes people to achieve goals. It is said to be intrinsic or extrinsic. The term is generally used for humans but, theoretically, it can also be used to describe the causes for animal behavior as well. But what Seligman is stating about motivation refers to human motivation. Motivation may be rooted in a basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality. Conceptually, motivation should not be confused with either volition or optimism.

According to **Gale Encyclopedia (2002)**, the level of energy, commitment, and creativity that a company's workers apply to their jobs. In the increasingly competitive business environment of recent years, finding ways to motivate employees has become a pressing concern for many managers. In fact, a number of different theories and methods of employee motivation have emerged, ranging from monetary incentives to increased involvement and empowerment.

A simple statement from **Kjerulf (2006)** is that first, motivation can be intrinsic or extrinsic. Intrinsic motivation is when you want to do something. Extrinsic motivation is when somebody else tries to make you do so.

Whyte (2007) stated that motivation is of particular interest to educational psychologists because of the crucial role it plays in student learning. However, the specific kind of motivation that is studied in the specialized setting of education differs qualitatively from the more general forms of motivation studied by psychologists in other fields. Motivation in education can have several effects on how students learn and how they behave towards subject matter.

Recent article, **Behn (1995)** urged scholars to focus their research on the big questions in public management. One of the most important of these questions, according to Behn, concerns motivation. Specifically, the field needs to learn how "public managers [can] motivate public employees (and citizens too) to pursue important public purposes with intelligence and energy". This observation, however, is not new.

Perry and Porter (1982, 97) noted nearly two decades ago that "the literature on motivation tends to concentrate too heavily on employees within industrial and business organizations." Perry and Porter proposed, as did Behn, a research agenda to improve the understanding of the motivational context in public-sector organizations. Unfortunately, very little research has fulfilled this agenda. While work motivation has been a prominent area of interest in organizational behavior (Cooper and Robertson 1986) and continues to be one of the most frequently discussed topics in psychology (Rousseau 1997), it has been (Balk 1974) and continues J-PART II(2001):4:559-586 to be (Behn 1995) largely ignored by public-sector scholars.

Kanfer 1990; Katzell and Thompson 1990; Mitchell 1997, have noted, however, work motivation has failed to achieve similar interest among public-sector scholars. This lack of attention to work motivation in the public sector is surprising. Public-sector organizations are under constant pressure to improve their productivity and reduce their costs. Because publicsector employees frequently are stereotyped as lazy, self-serving, and misguided (Baldwin 1984; Newstrom, Reif, and Monczka 1976), a better understanding of work motivation is essential to any efforts to describe, defend, or improve the efficiency and effectiveness of public organizations.

According to **Price (2001)** Job satisfaction is simply defined as the affective orientation that an employee has towards his or her work.

According to **Statt (2004)**, Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job particularly in terms of intrinsic motivation.

RESEARCH METHODOLOGY

Research technique is the arrangement of condition and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research design is the conceptual structure within which research is conducted. It constitutes the blue print for the collection, measurement and analysis of data.

DESCRIPTIVE RESEARCH

Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual, or of a group.

DATA COLLECTION

While deciding about the method of data collection for the study the researcher should keep in mind the two types of data collection.

Primary data

The primary data's are those, which are collected afresh and for the first time and thus happen to be original in character. With help of the structured questionnaire, personally administered interview technique has been used for the collection of primary data from the respondents.

Secondary data

The secondary data's are those which already been collected by someone else and which already have been passed through the statistical process, the secondary data have been collected from the company records, journals and various website.

SAMPLE SIZE

The sample taken for the study is 150.

SAMPLING TECHNIQUE

Sampling is the process of selecting a sufficient number of elements from the population, so that a study of sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties or characteristics to the population elements.

Sampling design is to clearly define set of objects, technically called the universe to be studied. The sampling design used in this study probability sampling. Sampling techniques used is stratified random sampling.

TOOLS USED

1. Simple Percentage
2. Chi-square
3. ANOVA

DATA ANALYSIS AND INTERPRETATION

TABLE:1 - SHOWING THE AGE GROUP OF THE RESPONDENTS

	Frequency	Percent	Cumulative Percent
18-25	0	0	0
26-35	19	12.7	12.7
36-45	87	58.0	70.7
46-55	31	20.7	91.3
Above 56	13	8.6	100.0
Total	150	100.0	

INFERENCE

From the above table it can be inferred that 12.7% of the respondents belong to the age group 26-35Yrs, 58% of the respondents are belong to the age group of 36-45 Yrs, 20.7% of the respondents are belong to the age group of 46-55 Yrs and 8.6% of the respondents are belong to the age group above 56 Yrs.

TABLE:2 - SHOWING THE GENDER OF THE RESPONDENTS

	Frequency	Percent	Cumulative Percent
Male	132	88.0	88.0
Female	18	12.0	100.0
Total	150	100.0	

INFERENCE

From the above table it can be inferred that 88% of the respondents are male and 12% of the respondents are female.

TABLE: 3 - SHOWING THE INCOME OF THE RESPONDNETS

	Frequency	Percent	Cumulative Percent
Below 10000	21	14.0	14.0
10001-15000	30	20.0	34.0
15001-25000	66	44.0	78.0
Above 25000	33	22.0	100.0
Total	150	100.0	

INFERENCE

From the above table it can be inferred that 14% of the respondents' income is below Rs.10000, 20% of the respondents' income is between Rs 10001 to 15000, 44% of the respondents' income is between 15001-25000 and 22% of the respondents income is between above 25000.

TABLE:4 - SHOWING THE EXPERIENCE OF THE RESPONDENTS

	Frequency	Percent	Cumulative Percent
Below 5 years	23	15.3	15.3
5-10 years	12	8.0	23.3
11-15 years	16	10.7	34.0
16-25 years	78	52.0	86.0
Above 25 years	21	14.0	100.0
Total	150	100.0	

INFERENCE

From the above table it can be inferred that 15.3% of the respondents are experienced below 5 Yrs, 8% of the respondents are experienced in between 5-10 Yrs, 10.7% of the respondents are again experienced in between 11-15 Yrs, 52% of the respondents are experienced in between 16-25 Yrs and 14% of the respondents are experienced above 25 years.

TABLE:5 - SHOWING THE LEVEL OF INTEREST OF EMPLOYEES TOWARDS MOTIVATION

	Frequency	Percent	Cumulative Percent
Highly interested	49	33.0	33.0
Interested	101	67.0	100
Total	150	100.0	

INFERENCE

From the above table it can be inferred that interested towards motivation and 67% of the motivation.

TABLE: 6 - SHOWING THE RELATIONSHIP WITH MOTIVATION TECHNIQUES AND JOB SATISFACTION

	Frequency	Percent	Cumulative Percent
Strongly Agree	17	11	11
Agree	73	49	60
Neutral	60	40	100
Total	150	100	

INFERENCE

From the above table it can be inferred that 11% of the respondents strongly agree that the satisfaction level is linked with the motivational techniques, 49% of them agree with this statement and 40% of them are having a neutral opinion.

CHI-SQUARE ANALYSIS

TEST 1

HYPOTHESIS

Null hypothesis (H0): There is no significant difference between experience of the employees and the employee retention in relation with motivation.

Alternative hypothesis (H1): There is a significant difference between experience of the employees and the employee retention in relation with motivation.

	Overall satisfaction		Total
	Satisfied	neutral	
Below 5 years	18	5	23
5-10 years	6	6	12
Experience 11-15 years	8	8	16
16-25 years	41	37	78
Above 25 years	9	12	21
Total	82	68	150

Chi-Square Tests

	Value	Degrees Of Freedom	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.734 ^a	4	.151
Likelihood Ratio	7.126	4	.129
Linear-by-Linear Association	4.759	1	.029
N of Valid Cases	150		

Significant = P<=0.05, Not Significant =P>0.05

INTERPRETATION

According to the Chi-square table the $X^2 = 6.734$, degree of freedom is 4 and „P ' value is 0.151. Here, the 'p' value is greater than the significant value ($0.151 > 0.05$). So the H_0 is accepted and the H_1 is rejected. Hence there is no significant difference between experience of the employees and the overall level of satisfaction in relation with motivation.

TEST 2

HYPOTHESIS

Null hypothesis (H0): There is no significant difference between gender of the employees retention level linked with the motivational techniques provided by the organization

Alternative hypothesis (H1): There is a significant difference between gender of the employees retention level linked with the motivational techniques provided by the organization

		Satisfaction			Total
		Strongly agree	agree	neutral	
Gender	Male	14	62	56	132
	Female	3	11	4	18
Total		17	73	60	150

Chi-Square Tests

	Value	Degrees Of Freedom	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.780 ^a	2	.249
Likelihood Ratio	2.953	2	.228
Linear-by-Linear Association	2.517	1	.113
N of Valid Cases	150		

Significant = P<=0.05, Not Significant =P>0.05

INTERPRETATION

According to the Chi-square table the $X^2 = 2.780$, degree of freedom is 4 and „P ' value is 0.249. Here, the 'p' value is greater than the significant value ($0.249 > 0.05$). So the H_0 is accepted and the H_1 is rejected. Hence there is no significant difference between gender of the employees with their satisfaction level linked with the motivational techniques provided by the organization.

TEST 3

HYPOTHESIS

Null hypothesis (H0): There is no significant difference between age of the employees with their level of interest when motivator motivates them.

Alternative hypothesis (H1): There is a significant difference between age of the employees with their level of interest when motivator motivates them.

	interest		Total
	Highly interested	Interested	
26-35	6	13	19
36-45	27	60	87
46-55	11	20	31
Above 56	5	8	13
Total	49	101	150

Chi-Square Tests

	Value	Degrees Of Freedom	Asymp. Sig. (2-sided)
Pearson Chi-Square	.426 ^a	3	.935
Likelihood Ratio	.420	3	.936
Linear-by-Linear Association	.327	1	.567
N of Valid Cases	150		

Significant = $P \leq 0.05$, Not Significant = $P > 0.05$

INTERPRETATION

According to the Chi-square table the $X^2 = 0.426$, degree of freedom is 3 and „P ' value is 0.935. Here, the 'p' value is greater than the significant value ($0.935 > 0.05$). So the H_0 is accepted and the H_1 is rejected. Hence there is no significant difference between age of the employees with their level of interest when motivator motivates them.

ANOVA ANALYSIS

One way analysis was conducted to check whether the study variables differ across various experiences of the respondents. The experience break up among the respondents is as follows

Experience	Frequency
Below 5 years	23
5-10 years	12
11-15 years	16
16-25 years	78
Above 25 years	21
Total	150

To check whether the various study variables differ across experience of the respondents, one way ANOVA was conducted. The various hypotheses being considered are

NULL HYPOTHESIS

H_0 : There is no significant difference between the experiences of the respondents and the Level of employee retention with regards to motivational techniques adopted by the organization.

ALTERNATIVE HYPOTHESIS

H_{1a} : The level of recognition, rewards and appreciation adopted by the organization with motivation benefits.

H_{1b} : The level of performance appraisal system adopted by the organization with motivation benefits.

H_{1c} : The level of inside communication within organization

H_{1d} : The training programme adopted by the organization with motivation benefits

H_{1e} : The working conditions adopted by the organization with motivation benefits.

H_{1f} : The level of relationship with superior adopted by the organization.

H_{1g} : The level of relationship with coworker adopted by the organization.

H_{1h} : The level of employee engagement in the organization.

H_{1i} : The employees' satisfaction level of grievance handling system in the organization.

H_{1j}: The employees' satisfaction level of job security provided in the organization.

TABLE SHOWING THE ANOVA ANALYSIS BETWEEN EXPERIENCES OF THE RESPONDENTS AND THE LEVEL OF SATISFACTION TOWARDS EMPLOYEE MOTIVATION

		Sum of Squares	Degrees of freedom	Mean Square	F	Sig.
	Between Groups	2.267	4	.567	2.436	.050
Recognition	Within Groups	33.733	145	.233		
	Total	36.000	149			
	Between Groups	2.520	4	.630	1.372	.246
Appraisal	Within Groups	66.554	145	.459		
	Total	69.073	149			
	Between Groups	1.862	4	.466	1.018	.400
Communication	Within Groups	66.331	145	.457		
	Total	68.193	149			
	Between Groups	.184	4	.046	.180	.949
Training	Within Groups	37.149	145	.256		
	Total	37.333	149			
	Between Groups	1.931	4	.483	.960	.431
Working Conditions	Within Groups	72.902	145	.503		
	Total	74.833	149			
	Between Groups	.156	4	.039	.091	.985
Superior	Within Groups	62.537	145	.431		
	Total	62.693	149			
	Between Groups	.758	4	.189	.708	.588
Coworkers	Within Groups	38.816	145	.268		
	Total	39.573	149			
	Between Groups	2.553	4	.638	3.154	.016
engagement	Within Groups	29.341	145	.202		
	Total	31.893	149			
	Between Groups	1.232	4	.308	1.240	.297
Grievance	Within Groups	36.028	145	.248		
	Total	37.260	149			
	Between Groups	6.937	4	1.734	2.743	.031
Job security	Within Groups	91.657	145	.632		
	Total	98.593	149			

INTERPRETATION

From the ANOVA analysis it is inferred that there is no significant difference between the experiences of the respondents and level of satisfaction of non monetary benefits like Recognition, Appraisal, communications, training, conditions, superior, coworker and grievance, so P value is greater than significant vale so the null hypothesis is accepted alternative hypothesis is rejected. There is significant difference between the experiences of the respondents and level of satisfaction of non monetary benefits like programs and job security adopted by the organization.

FINDINGS

SIMPLE PERCENTAGE ANALYSIS

- 58% of the respondents are belonging to the age group of 25-36 Yrs.
- 88% of the respondents are male
- 44% of the respondents' income is between 15001-25000
- 52% of the respondents are experienced in between 16-25 Yrs
- 74.7% of the respondents' nature of the work is technical
- 93.3% of the respondents' are satisfied with their level of performance in work
- 100% of the respondents" said their organization is adapting various kinds of motivational techniques for them.
- 67.4% of the respondents are highly interested when motivator motivates them.
- 100% of the respondents" agree that the organization is following the statement "motivation plays a vital role in job satisfaction".
- 49% of the respondents agree that satisfaction level is linked with motivational techniques.
- 84% of the respondents' agree that there is performance improvement after motivation.
- 55% of the respondents are having overall satisfaction in relation with motivation.

CHI-SQURE ANALYSIS

- There is no significant difference between experience of the employees and the overall level of satisfaction in relation with motivation.
- There is no significant difference between gender of the employees with their satisfaction level linked with the motivational techniques provided by the organization.
- There is no significant difference between age of the employees with their level of interest when motivator motivates them.

ANOVA ANLYSIS

- There is no significant difference between the experiences of the respondents and level of satisfaction of non monetary benefits like Recognition, Appraisal,

communications, training, conditions, superior, coworker and grievance. There is significant difference between the experiences of the respondents and level of satisfaction of non monetary benefits like employee engagement programs and job security adopted by the organization.

SUGGESTIONS

Monetary benefits are sufficient enough to the employees to meet their needs but organization has to concentrate on the following factors:

- The organization should consider the increment rate regarding wages, leave pay, travelling allowance and non-statutory benefits.

The organization should concentrate more on providing the non-monetary benefits like:

- The management should appreciate the employees when they achieve target in their job. Appreciation & recognition must be given at the proper time.
- The organization should adopt a good performance appraisal system in order to evaluate the performance of their employees.
- The suggestions and recommendations given by the employees should be taken into consideration.
- The organization must improve the employees training & development program.
- To provide more welfare amenities to the employees, it helps to improve the level of job satisfaction.
- The organization should conduct employee engagement programs like, family tour, festival celebrations, birthday celebrations inside the organization in order to improve the level of motivation of the employees.
- The organization must try to restructure the existing grievances settlement procedures in order to reduce the grievance of employees.
- The organization can motivate their employees more to improve the level of job satisfaction among them and help them achieve higher productivity.
- The organization should check the awareness of the employees regarding their job security.

CONCLUSION

The study conducted that the motivation procedure is found effective. The industry motivates employees in the term of monetary and non-monetary benefit wise but the employees are expecting more non-monetary motivation than what they are provided at present. Finally I concluded that, motivation study helps the management to solve organization problems specially relate to the employees job satisfaction. Industrial life creates a series of social relationship which have an impact not only on the relation between employees and employers but also on the motivational job satisfaction as a whole and on the community at large.

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