



# REVIEW OF RESEARCH

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## EMPLOYEE MOTIVATION – A STUDY

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### ABSTRACT:

*Motivation as a process or behavior refers to reinforced, selective and goal directed behavior initiated and energized by a motive which aim to maintain balance and equilibrium of the person in relation to his environment by keeping his basic need satisfied. Motivation is encouraging a person to be positively motivated to do something. The progress of any organization depends on the contribution and capability of the employees working under it. In the past, employees were considered as a means of general input, while research data suggests that workplace environment, proper guidelines, etc. affect the work of employees and contribute to more production. In other words, it can be said that interesting work, proper promotion and good pay are the keys to motivate employees. Therefore, to motivate the employee, the inclusion of job growth, promotion, internal and external stipend and monetary and non-monetary compensation should be considered. The conduct of the employee's work is related to his attitude, therefore, for employee motivation, emphasis should be laid on the need and motivation management of the employees. Motivation, as we have discussed earlier stands for the state of an organism which involves the existence of a need that moves or drive him from within towards a goal for the satisfaction of the desired need.*



**KEY WORDS:** Employee, Motivation, Job, study..... etc.

### INTRODUCTION:

The term "Employee Motivation" was brought to limelight by Hoppock. According to him, Employee Motivation is the combination of psychological, physiological and environmental factors that makes a person to admit, "I am happy at my job". It has also been defined as the 'end state of feeling'. It is an important dimension of morale and not morale itself. Employee Motivation is the end feeling of a person after performing a task to the extent that a person's job fulfils his dominant needs and is consistent with his expectations and values, the job will be satisfying. The feeling would be positive or negative depending upon whether need is satisfied or not.

### MEASURE EMPLOYEE MOTIVATION:

Like intelligence, measure employee motivation difficult. Most studies have measured employee motivation through questionnaire. Hoppock developed four terms, each with seven alternative

responses, developed one of earliest scale measuring employee motivation. India, Pestonjee developed a (satisfaction-dissatisfaction) inventory consisting of interrogatory statements, items leading yes-no type responses. There four areas including both on job and off the factors. Each includes items some which given below:

**Nature:** work, hours, fellow workers, overtime regulations, physical environment, machines and tools, interest work, opportunities for promotion and advancement etc..

**Management:** Rewards and punishment, praise and blame, leave policy, test as whole revealed significant discriminatory potential. Favoritism, participation, supervisory treatment, etc.

**Social Relations:** Neighbors, friends and associates, caste barriers, participation social activities, attitude toward people community,

**Personal Adjustment:** Health, home and living conditions, finances, relation with family members, emotionalism, etc.

### **EMPLOYEE MOTIVATION AND WORK BEHAVIOURS:**

Employee motivation is an integral component of organizational health and an important element in industrial relations. The level of employee motivation deems to have some relation with various aspects of work behaviour such as accidents, absenteeism turnover and productivity

Several studies have revealed varying degrees of relationship between employee motivation and these factors of work behaviours. But whether work behaviours is the cause or effect of employee motivation is not clear.

Research on the relationship between employee motivation and accidents generally shows that satisfied employees cause fewer accidents. Studies on the relationship between employee motivation and absenteeism have yielded inconclusive results. Most of these studies showed that low absentee employees were more satisfied with their jobs. Research also reveals that unionized workers tend to be more satisfied whereas employees of disturbed organizations were generally less satisfied. Less satisfied employees are more likely to quit their jobs than more satisfied employees.

It is generally assumed that satisfied employees are more productive. But research reveals no relationship between employee motivation and productivity. Studies revealed that workers with positive attitude job attitudes were more productive than those with negative attitudes. In other studies job attitudes and productivity are not related and in some studies there was negative correlation between job attitudes and productivity. After reviewing several studies Bray Field and Crockett concluded that employee motivation did not necessarily go together. Employees in highly productive group were not more likely than employee in the low productivity groups to be satisfied with their jobs. A worker may be satisfied with the environment but may produce more prove his abilities management. On the other hand, highly satisfied may not produce more and get away with because he may be friendly with supervisor.

### **DETERMINANTS EMPLOYEE MOTIVATION:**

**The various influencing employee motivation may classified into categories:**

**Environmental factors, Personal**

**Environmental Factors**

**These factors relate the environment, main among which are follows:**

#### **1. Job Herzberg suggested that job content in term**

Achievement, recognition, advancement, responsibility, and work itself tend to satisfaction but their absence does dissatisfaction. Where the job less repetitive and there variation job content, motivation tends be.

#### **2. Occupational Level: The higher the level of the job**

Organization hierarchy the greater satisfaction of individual. These because positions at higher levels are generally paid, challenging and provide greater freedom operation. Such jobs carry greater self-control and satisfaction.

**3. Pay and Promotion:**

All other things being equal, higher pay and better opportunities for promotion lead to higher employee motivation.

**4. Work group:**

Man is social animal and likes to be associated with other's interaction in the work group help to satisfy social psychological needs and, therefore, isolated worker tend to be dissatisfied. Employee motivation is generally high when an individual is accepted by his peer and he has a high need for affiliation.

**5. Supervision: Consideration supervision tends to improve** employee motivation of workers. Considerate supervisor takes personal interest of his subordinates and allows them to participate in the decision making process.

**PERSONAL FACTORS**

**Personal life exercises a significant influence on employee motivation. The main elements of personal life are given below:**

**1. Age:** Some research studies reveal a positive correlation between age and employee motivation. Workers in advanced age group tend to be more satisfied probably because they have adjusted with their job conditions. However, there is a sharp decline after a point perhaps because an individual aspires for better and more prestigious jobs in the later years of his life.

**2. Sex:** One study revealed that women are less satisfied than men due to fewer job opportunities for females. But female workers may be more satisfied due to their lower occupational aspirations. But this statement may not be applicable now at present level.

**3. Educational level:** Generally more educated employees tend to be less satisfied with their jobs probably due to their higher job aspirations. However, research does not yield conclusive relationship between these two variables.

**4. Marital status:** The general impression is that married employees are more dissatisfied due to their greater responsibilities. But such employees may be more satisfied because they value their jobs more than unmarried workers.

**5. Experience:** Employee motivation tends to increase with increasing years of experience. But it may decrease after twenty years of experience particularly among people who have not realized their job expectations.

**CONCLUSION**

Employee motivation is different from motivation and morale. Motivation refers to the willingness to work. Satisfaction on the other hand, implies a positive emotional state. Morale implies a general attitude toward work and work environment. It is a group phenomenon where as employee motivation is an individual feeling Employee Motivation may be considered a dimension of morale and morale could also be a source of satisfaction. Thus Employee Motivation is an employee's general attitude towards his job.

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