ROLE OF WORK MOTIVATION ON EMPLOYEE PERFORMANCE - A STUDY WITH REFERENCE TO MNCS, BENGALURU

Dr. S. Shailaja Aralelimath[1] and Rakesh C.[2]
[1]M.Com., PhD, Research Guide in Commerce, School of Business Studies and Economics, Rani Channamma University, Vidya Sangama, Bhutharamanahatti, Belagavi.
[2] Research Scholar, Department of Commerce, Rani Channamma University, Vidya Sangama, Bhutharamanahatti, Belagavi.

ABSTRACT:

In the present 21st century, the organization development and growth is highly depended on the performance of the employees. For any mangers, keeping their employees happy at workforce and make them successful relies as major responsibility. Motivating the employees to work more effectively towards the organization goals is the important task of managers. Organizations motivate their employees to perform effectively by providing rewards for better performance. Rewards in employee context includes a wide range of factors such as salary, incentives, affiliation, achievements and performing a meaningful job. However, rewards, monetary benefits is not everything for everyone. On the other side, Employees want to enjoy their work, better job characteristics etc. Organizations need to understand what motivates their employees to make them work better. This study is very significant due to its nature of examining the motivational factors influencing employees' performance working in Multi-National Corporations (MNCs) particularly in country like India. The study result shows that there is a relationship between motivational factors and employee performance of MNCs. The present study analysed the best possible measures to motivate employees which improves their performance.

KEYWORDS*: Employees Performance, Motivation, and Strategies.*

INTRODUCTION

The Indian Information Technology (IT) Industry is measured as one the major area in contribution of service industry towards Gross Domestic Product (GDP). Well equipped, skilled employees united with quality services, wage/salary structure etc. have changed India into a driving force in IT industry and contributing major source for GDP. The IT industry is also enriched the high end jobs, enhanced business opportunities and efficiency, revenues from technical know-how across the globe.

The growth and opportunities of IT industry in Indian made Many Multinational Corporations (MNCs) to initiate branches for the rapid development and growth. Though, there are some very unique factors that differentiate the IT industries from the rest which must be considered while setting up a business.

Because of huge opportunities and trends in Indian IT industry, many foreign based MNCs started their business operations in India. This increased growth in IT sector encouraged the Indian

_____

employees to grab the jobs pertaining to their skills and qualification. But the challenging task for the MNCs is to make proper motivational policies and practices as per the employee needs of host country, parent country and also third country business units.

LITERATURE REVIEW:

Employee performance at workplace is commonly identified by major four indicators that is employee engagement, employee satisfaction, employee commitment and intention to quit. The results shows that organization's motivation impact more on these four indicators (**Nitin Nohria, and et.all**).In order to sustain in the competitive market in this globalization world, organization should focus more on employee motivation which directly enhance their productivity **(Nupur Chaudhary and Dr. Bharati Sharma).** To drive employees through motivation, four key initiative that is decision making authority, encourage to share ideas, opportunities and scope for the development and leadership qualities (**Tejaswi Bhuvanaiah and R P Raya**). On the other hand, there are other ways to enhance the employee work performance called monetary rewards, allowances, recognition, appreciation etc.

PROBLEM STATEMENT AND RESEARCH GAP:

The Foreign MNCs cultural differences, motivational measures are generally associated with the employee efficiency, satisfaction and other measures. But there are certain differences in expectations by the Indian employees with foreign employees. Therefore the present study plans to identify the consequences of work motivational measures on employees' performance. As this motivational measures is the result which is associated with employees best or bad performance. Those measures are performance related pay, salaries and wages, bonus, personalized plague, recognition among other co-workers, additional paid vacation days etc.

This study is very significant due to its nature of examining the motivational factors influencing employees' performance working in Multi-National Corporations (MNCs) particularly in country like India. The main motto of the study was identification of motivational factors influencing employees in working environment particularly who are working in MNCs in India.

OBJECTIVES:
1. To identify the reasons behind arranging motivational programmes in MNCs
2. To analyze the key motivational factors and its impact on employees performance
3. To analyze the relationship between motivational factors and employees performance
4. To provide possible suggestions to improve the employees performance to perform best at work

METHODOLOGY:
The below table: 1 provides the details of method/methodology used to attain the stated objectives

_____

_____

Table:1 shows the Method/Methodology

Objectives	Method/ Methodology
To identify the reasons behind arranging motivational programmes in MNCs	➤ Secondary Data – Literature review, theoretical background study etc.
To analyze the key motivational factors and its impact on employees performance	➤ Secondary Data – Published articles ➤ Primary Data – Pilot Study, survey data through structured questionnaire
To analyze the relationship between motivational factors and employees performance	➤ Primary Data – descriptive Analysis, hypothesis test using statistical tools
To provide possible suggestions to improve the employees performance to perform best at work	➤ Secondary Data – Based on the literature review ➤ Primary Data – Based on the survey findings and statistical findings

Source: Authors Developed

HYPOTHESIS:
H01 = No significant relationship between work experience and identified motivational factors –1.
H02 = No significant relationship between and identified motivational factors –1.

RESULT AND DISCUSSION:
- **Reliability Test**

Reliability refers to the property of measurement instrument that causes it to give similar results for similar inputs. It is difficult or impossible to establish absolute standards for the meaning of human responses to a survey. One can only hope to establish scales that are reasonably consistent. The methods available via the Reliability Analysis procedure are useful for situations in which the true state of the measured objects is not known.

The Cronbach's Alpha of the present study is depicted in the following table:
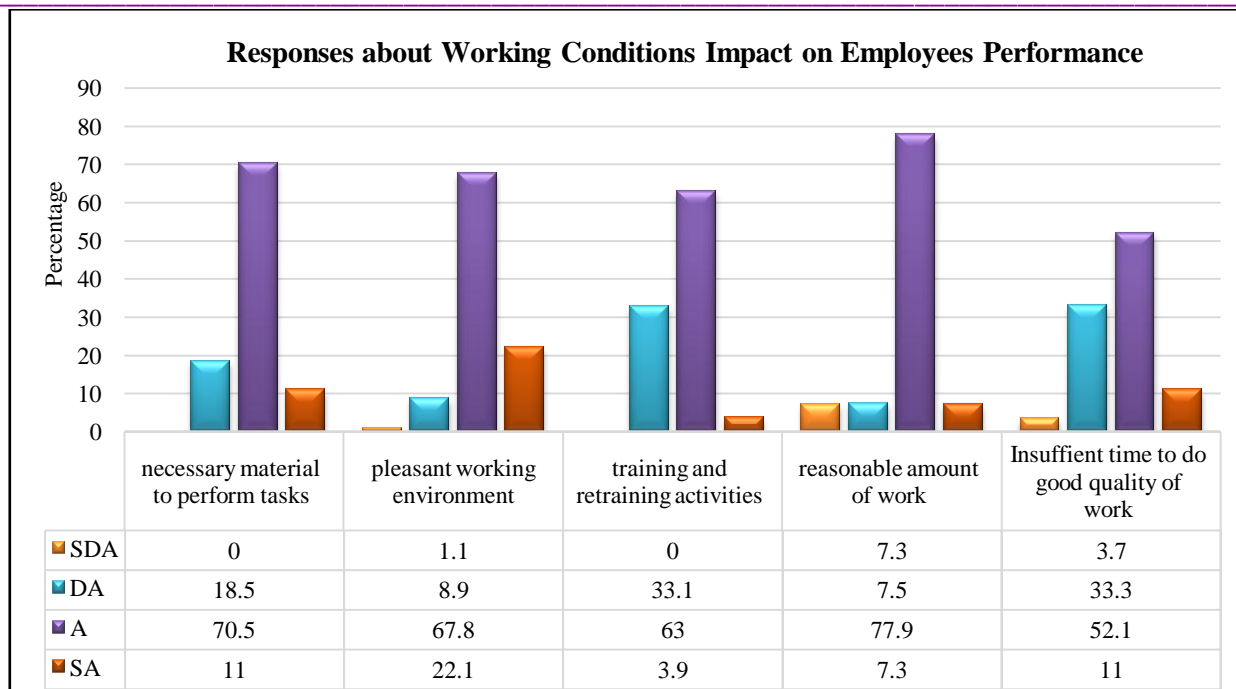
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.931	.952	41

Source: Field Survey

As shown in the Reliability Statistics, the Cronbach's Alpha and the standardized Cronbach's Alpha of the study amounts to 0.931 and 0.952 respectively. The Cronbach's Alpha does not change appreciably and remains above 0.9 throughout. This further confirms that respondent's responses are consistent and reliable.

- **Descriptive Analysis:**
Frequency Distribution of Responses about Working Conditions Impact on Employees Performance

_____
Journal for all Subjects : www.lbp.world

3

_____

Responses about Working Conditions Impact on Employees Performance

	necessary material to perform tasks	pleasant working environment	training and retraining activities	reasonable amount of work	Insuffient time to do good quality of work
SDA	0	1.1	0	7.3	3.7
DA	18.5	8.9	33.1	7.5	33.3
A	70.5	67.8	63	77.9	52.1
SA	11	22.1	3.9	7.3	11

The above chart shows the opinion result of respondents about working conditions factor. The figures given in the above table are self-explanatory. However a few significant figures are used to describe the data.

Necessary Material to Perform Tasks: 18.5% respondents are disagreed that equipments are not sufficient to perform their duties. 70.5% of respondents agreed that organizations are provided the necessary equipment to adequately perform their duties and 11% are st5trongly agreed for the same.

Pleasant Working Environment: only 1.1% of the respondents are strongly disagreed about their working environment in the organization, 8.9% of the respondents are disagree about the same. Majority of the respondents (67.8%) are happy with their working environment in the organization and 22.1% of the respondents are strongly agreed for the same.

Training and Retraining Activities: 33.1% of the respondents are disagree about the training and retraining activities at workplace and 63% and 3.9% of respondents agreed and strongly agreed about the training and retraining activities at workplace.

Expected Reasonable Work: 7.3% of the respondents are strongly disagreed, 7.5% are disagreed about the expected amount of work from them is not reasonable. But 77.9% of the respondents were agreed and 7.3% of the respondents were strongly agreed that organization is expecting the reasonable amount of work from them.

Time to Complete Work: 3.7% of the respondents strongly disagreed, 33.3% of the respondents are disagreed, 52.1% of the respondents are agreed and 11% of the respondents are strongly greed that the given time to complete a task in not enough to do good quality of work.

As per the survey results it is interpreted that, majority of respondents agreed that providing necessary equipment motivates them to adequately perform their duties, pleasant working environment also motivated them to work at the best. They opined that there are enough support from the organizations on training and retraining activities at workplace. Majority of the respondents are also agreed that the organization is expected the reasonable amount of work from them. But on the

_____

_____

other hand respondents opined that time provided by the organization to complete the task in not sufficient to perform in quality manner.

Hypothesis Test
Hypothesis: 1
H01 = No significant relationship between work experience and identified motivational factors.

List of Factor – 1	Job interesting and Challenging	Employee Rotation	Necessary Equipment	Training and Retraining Activities	Awareness on rewards for employees	Present Performance Appraisals	Opportunities to express ideas	Adequate guidance and support	Supervisors performance expected
Pearson Chi – square value	125.894	140.556	122.903	150.440	141.271	50.392	136.488	52.148	68.668
DF	8	8	8	8	8	8	8	8	8
Asymp. sig	.000	.000	.000	.000	.000	.000	.000	.000	.000

DISCUSSION OF RESULTS:
The above table depicts the chi – square results of identified motivational factors – 1 with the Pearson Chi-square values of 125.894, 140.556, 122.903, 150.440, 141.271, 50.392, 136.488, 52.148 and 68.668. The value of $p < .05$ (i.e., $p = .0001$, never write $p = .000$) representing small probability of the observed data under the null hypothesis of no relationship.

Therefore, null hypothesis (H011) was rejected and alternative hypothesis has been accepted since 'p' value is less than .05.

INFERENCE:
There is a significant relationship between work experience and identified motivational factors – 1 (Job Interesting and Challenging, Employee Rotation, Necessary Equipment, Training and retraining activities, Awareness on rewards for employees, Present performance appraisal, Opportunities to express ideas, Adequate guidance and support and Supervisors performance expected).

_____

_____

Hypothesis: 2

H02 = No relationship between designation and identified motivational factors.

List of Factor – 1	Job interesting and Challenging	Employee Rotation	Necessary Equipment	Training and Retraining Activities	Awareness on rewards for employees	Present Performance Appraisals	Opportunities to express ideas	Adequate guidance and support	Supervisors performance expected
Pearson Chi – square value	61.315	100.772	140.870	212.173	183.449	155.703	222.161	105.398	227.755
DF	8	8	8	8	8	8	8	8	8
Asymp. sig	.000	.000	.000	.000	.000	.000	.000	.000	.000

DISCUSSION OF RESULTS:

The above table depicts the chi – square results of identified motivational factors – 1 with the Pearson Chi-square values of 61.315, 100.772, 140.870, 212.173, 183.449, 155.703, 222.161, 105.398 and 227.755. The value of $p < .05$ (i.e., p = .0001, never write p = .000) representing small probability of the observed data under the null hypothesis of no relationship.

Therefore, null hypothesis (H012) was rejected and alternative hypothesis has been accepted since 'p' value is less than .05.

Inference:

There is a significant relationship between work designation and identified motivational factors – 1 (Job Interesting and Challenging, Employee Rotation, Necessary Equipment, Training and retraining activities, Awareness on rewards for employees, Present performance appraisal, Opportunities to express ideas, Adequate guidance and support and Supervisors performance expected).

FINDINGS AND RECOMMENDATIONS:

• **Job Interesting and Challenging:** 7.8% of the respondents are disagreed that job is not interesting and challenging, 63% of the respondents agreed and 29.2% are strongly agreed that their job is interesting and challenging. It is interpreted that the MNCs should adopt good motivational techniques to retain the satisfied employees.

• **Employee Rotation:** 14.6% of the respondents disagreed about rotataion to learn new tasks, 66.9% of the respondents are agreed that job rotation in organizations helps to learn new tasks and 18.5% are strongly aagreed about the same. It is interpreted that rotation of employees within organizaation helps them to learn new skills and new tasks which enables them to sustain in any kind of nature of work.

• **Necessary Material to Perform Tasks:** 18.5% respondents are disagreed that equipments are not sufficient to perform their duties. 70.5% of respondents agreed that organizations are provided the necessary equipment to adequately perform their duties and 11% are st5rongly agreed for the same. It is interpreted that majority of respondents agreed that providing necessary equipment motivates them to adequately perform their duties.

_____

_____

• **Training and Retraining Activities:** 33.1% of the respondents are disagree about the training and retraining activities at workplace and 63% and 3.9% of respondents agreed and strongly agreed about the training and retraining activities at workplace. It is
interpreted that majority of the respondents are opined that there are enough training and retraining activities at workplace.

• **Awareness on Rewards for Employees:** 18.3% of respondents are disagreed, 63.2 are agreed and 18.5% are strongly agreed that company is aware of what rewards employees value is important. To interpret, companies are very much aware of what rewards employees value as important. Majority of respondents agreed that companies are giving value to the expectation of employees towards incentives.

• **Present Performance Appraisal:** Among 438 respondent, 18.3% are disagreed, 70.5% are agreed and 11.2% are strongly agreed that the organizations existing performance appraisal system is adequate to measure employees' true and actual performances. It is interpreted that majority of the respondents are agreed that existing performance appraisal in the organization is adequate to measure the actual and true performance.

• **Opportunities to Express Ideas**: 14.6% of the respondents are disagreed, 74.4% are agreed and 11% are strongly agreed that opportunities are available to employee to express ideas to upper management. It is understood that MNCs are motivating their employees by providing opportunities to express their new and innovative ideas to upper management.

• **Adequate Guidance:** 11% of the respondents are disagreed about adequate guidance and support from supervisor, 78.1% are agreed and 11% are strongly agreed that employees are receiving adequate guidance and support from the supervisors. It is interpreted that majority of the employees are receiving adequate guidance and support from the supervisor to do the tasks.

• **Performance Expected by Supervisors:** 11% of the respondents are disagreed, 81.7% are agreed and 7.3% are strongly agreed that supervisors makes it clear about performance expected in terms of amount, quality and timeliness of output. So it is interpreted that majority of respondents agreed that supervisors are very clear about employees expected performance in terms of amount, quality and timeliness of output.

CONCLUSION:

Human Resource Management has undergone drastic changes during the past decades. It has acquired leading position in the overall management of organization and increasingly becoming an internal part of management strategy for developing and sustaining competitive advantage. In the present world, the competitive environment creates a lot of demand to the people to work with the organization. The present study analysed the best possible measures to motivate employees which improves their performance. On a whole, it is identified that, there is a need of best and best HR practices for overseas corporations to gain the biggest assets (i.e. Human Resource).

REFERENCES:
1. Bhuvanaiah Tejaswi and Raya R.P (2015), "Mechanism of Improved Performance: Intrinsic Motivation and Employee Engagement", SCMS Journal of Indian Management.
2. Chaudhary Nupur and Sharma Bharti (2012), " Impact of Employee Motivation on Performance (Productivity) in Private Organization, International Journal of Business Trends and Technology, Volume 21 Issue 4, ISSN: 2249-0183.
3. Nohria Nitin, Groysberg Boris and Linda – Eling Lee. (2008), "Employee Motivation – A Powerful New Model", Harvard Business Review, July – August Edition.
4. Ovidiu-IliutaDobre (2013), "Employee Motivation and Organizational Performance", Review of Applied Socio- Economic Research, Volume 5, Issue1/2013, ISSN: 2247-6172.

_____
Journal for all Subjects : www.lbp.world

7

_____

5. Vinay Chaitanya Ganta (2014), "Motivation in the Workplace to Improve the Employee Performance", International Journal of Engineering Technology, Management and Applied Sciences, Volume 2, Issue 6, ISSN: 2349- 4476.

Dr. S. Shailaja Aralelimath
M.Com., PhD, Research Guide in Commerce, School of Business Studies and Economics, Rani Channamma University, Vidya Sangama, Bhutharamanahatti, Belagavi.

Rakesh C.
Research Scholar, Department of Commerce, Rani Channamma University, Vidya Sangama, Bhutharamanahatti, Belagavi.

_____