



A STUDY ON THE EFFECT OF MOTIVATION ON JOB PERFORMANCE OF PRIVATE SECTOR EMPLOYEES IN CHENNAI

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ABSTRACT

This study is to investigate the relationship between motivations towards private sector employees. Most employees need motivation to feel good about their jobs and perform optimally .Applying similarity on the motivation in the earlier research on job performance, this study extends this research by examining the relationships between overall job performance and motivation dimensions of and their job performance. The results suggest that motivation and job performance is positively related. Conclusions, management strategies particularly can be formulated according to motivation level of employees.

Key words: State Government employees; motivation; job performance.

Introduction

Motivation is an employee's intrinsic enthusiasm about and drive to accomplish activities related to work. Motivation is that internal drive that causes an individual to decide to take action. 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.

‘Appreciate everything your associates do for the business. Nothing else can quite substitute for a few well-chosen, well-timed, sincere words of praise. They’re absolutely free and worth a fortune’.Sam Walton

Motivation levels within the workplace have a direct impact on employee productivity.

Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result. An incentive is a motivating influence that is designed to drive behavior and motivate employees to produce quality work. Employers use several types of incentives to increase production numbers. Employee incentives come in a variety of forms including paid time off, bonuses, cash and travel perks. Incentives drive employee motivation because they offer workers more to strive for than a regular paycheck. Many employees need recognition from their employers to produce quality work. Recognition and employee reward systems identify employees who perform their jobs well. Acknowledging a job well done makes employees feel good and encourages them to do good things. Employers recognize workers by tracking progress and providing feedback about how they have improved over time. Public recognition is also a motivating factor that drives worker productivity. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. There has been a lot of research done on motivation by many scholars, but the behavior of groups of people to try to find out why it is that every employee of a company does not perform at their best has been comparatively unresearched.

Performance is viewed as the implementation of an action or one’s ability. Good performance is also related with achieving the quality, quantity, cooperation, dependability and creativity. Employee performance is considered as the measures of the quality of human capital which was held by the organization and is a key thrust in the Ninth Malaysia Plan. According to Churchill, Ford and Walker, (1987), the determinants of performance are personal, organizational, environmental, motivation, skill level, aptitudes and role perceptions. Moreover, Vroom (1964) explained that motivational components are typically based on expectancy theory, which states that productivity increases when the level of motivation is increased. Motivation is considered as a predictor of job performance. In other words, the determinants of employee job performance were motivation, aptitudes and skill level.

The quality of employees is the important influence on performance

Need for the study

The need for this study to investigate the motivation as the predictors of job performance among private sector employees. The purpose of this study is to examine the relationships between the motivation levels to determine how these features are related to job performance.

The findings of this research will help the administrators to receive more information or guidelines on how to motivate their staff and are important to the development of organization's management strategy.

REVIEW OF LITERATURE

Of the many theories of work motivation, Herzberg's (1966) motivator-hygiene theory has been one of the most influential in recent decades. Basically, the theory divides motivating factors into two categories: Motivator factors, which have something to do with the work itself, and Hygiene factors, which have something to do with the surrounding context.

According to Maslow, most of what we know of human motivation comes not from psychologists but from psychotherapist treating patients. He explains that these patients are a great source of error as well as of useful data, because they constitute a poor sample of the population. The management of organizations needs to manage the resource appropriately to ensure success.

Shulze and Steyn (2003) postulate that motivation represents the complex forces and needs which provide the energy for an individual to perform a particular task.

study by Renate, Janet and Richard (1999) look into the relationship of achievement motivation as related to sales performance believed to be positively related to sales performance. The study was aimed to a hypothesis: there will be a positive relationship between need for achievement and sales performance. A sample of 190 respondents comprised of the employees of a major pharmaceutical company, employed MBA students and professional affiliated with various companies and institutions were positively related to sales performance, as represented by four different measures; i) self rated, ii) sales as compared to average prior quota, iii) sales as compared to recent quota and iv) earnings.

According to Boyatzis (1972), affiliation motivation is as dual in nature, namely interest and assurance. An employee with highly affiliated motivation is interested in or considers the feelings and opinions of his/her colleagues or subordinates and will strive for acceptance and agreement from subordinates or colleagues motivation.

Reis and Patrick, (1996) have examined the effects of affiliation motivation on an individual's attitude, emotion and behavior in social psychology studies. The study found that people with higher affiliation motivation have higher levels of self-esteem and self-confidence.

Research methodology

The study is based on questionnaire method .About 50 respondents from 5 organization were given questionnaires on job motivation and job performance. An important characteristic of the sampling procedure is to select all the excellent employees that have been favourably evaluated by their seniors . The questionnaires were distributed to the respondents by the researcher herself through the office of the employees.The organization did not allowed to disclose the name of their employees .To ensure confidentiality of employee response ,the questionnaires were given numbers.out of 50 questionnaires ,the response was from 43 respondents .The part of the questionnaire consisted of statement which is measured on five point Likert type scale,namely“stronglydisagree”,”disagree”,”undecided”,”agree”and “strongly agree”. The other part of the questionnaire was on the job performance .For analysis of data the statistical tools were used like percentiles and ranking.

RESULTS AND FINDINGS

TABLE 1 : Demographic profiles of the respondents

CHARACTERISTICS		PERCENTAGE
GENDER	MALE	73.3
	FEMALE	26.7
AGE GROUP	25-35 YEARS	64
	35-45 YEARS	28
	ABOVE 45 YEARS	08
EDUCATIONAL LEVEL	UG DEGREE	35
	PG DEGREE	65
EXPERIENCE	LESS THAN 5 YEARS	15.6
	5-10 YEARS	59.8
	10 YEARS AND ABOVE	24.6
MONTHLY INCOME	BELOW 20000RS	9.6
	RS 20000-100000	65.7
	ABOVE 100000 RS	24.7

A total of 43 responses were obtained in this study and secured for data analysis. Based on these data, a demographic profile of respondents is presented in Table 1. There are seven (5) demographic characteristics which were discussed including gender, age, education, experience and monthly income. From the table, the majority of the respondents are male (73.3%) as compared to female (26.7%). The average age of the respondent is between 25-35 years old and accounted for 64% .about 65% of respondents are post graduates.The monthly income is more for the respondents in the category Rs 20000 to 100000.

TABLE 2: Motivational factors

Factors	RANK
Treating employees with respect	VII
Transparent communication	V
Leadership actions	VI
Employee recognition	III
Involving employee in decisions	IV
Benefits and compensations	I
Feedback and coaching	II

Among all the motivational factors ,respondents were much interested to get more benefits and compensations (monetary).Respondents were much careful about their feed backs .The respondents expect their work should be recognized.

Job Performance

This section examines to find out the contribution of the association between motivation levels and employees job performance .One would expect that there would be some degree or correlations between job performances with motivation. A company can achieve its full potential only by making use of all the financial, physical, and human resources that it has. Motivation facilitate a worker reaching his/her personal goals, and can facilitate the self development of an individual. There is a proper resource management□ The work environment is a cooperative one . All employees are voluntarily directed by their objectives. Goals can be reached if cooperation and coordination are fulfilled at once through .Motivation Stability of the personnel is highly found from a business point of view. The employees stay loyal to the enterprise only they meet a sense of participation within the management side.

Conclusions and Recommendations

This study examines the relationship of motivation on job performance. The result indicates that affiliation motivation is positively associated with job performance. People with higher level of affiliation motivation and with stronger tendency to build interpersonal relationships with others are more likely to perform in their job. The motivation questionnaires should be incorporated in the interview instead of just knowledge in public service as a possible method to identify the potential candidates.

Motivating Employees: The organisations should find ways to motivate their employees to work up to the maximum level, improve their work attitudes towards work values. The managements of state governments should find alternative ways to motivate their employees. Secondly, management should make their employees to understand their responsibility to make the public aware and understand about services. Thirdly, the management could provide continuous problem solving sessions for problematic employees. Sometimes these types of employees are reluctant to look for help but by attending such sessions, they will have the chance to discuss their personal or work problems when needed. Finally, the management may guide the employees on doing the job, to make them more independent.

Limitations of the Study

This study has its limitations and therefore the results should be construed with a proper degree of concern. Firstly, the researcher was unable to see the list of respondents because of the organisation regulation that cannot exposed the list of excellent employees to public. The technique used may not be precise and envoy of the total population. The field of study was carried out only in a part of Chennai .The study has been done only in private sector .Finally, the findings of the study also focused on the honesty and support make by the respondents.

Recommendations for Further Research

Since the present study used only motivation level as possible relationship of job performance, future research may include other factors such as personality factors to represent personality components in the model of employees' performance such as personality factors, role perceptions factors, skill levels and also organizational factors. Future research also should embark on a longitudinal and make a comparison with this study. Longitudinal studies are significant to help us to investigate the extension towards the model of job performance. More importantly, it may enable an understanding on the effect of the relationship

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