

A STUDY ON ORGANIZATIONAL MOTIVATION TOWARDS EMPLOYEE PERFORMANCE AND COMMITMENT

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ABSTRACT

Motivation is defined as energizing, directing and sustaining employee efforts. A motivated team should be energized and excited about performing tasks.

The main purpose of this study is motivation reflects something unique about each one of us and allows us to gain valued outcomes like improved performance, enhanced well-being, personal growth, or a sense of purpose. Motivation is a pathway to change our way of thinking, feeling, and behaving.

Research design adopted for the study was descriptive research design. The sample techniques chosen for this study is a non-probability sampling method. The primary data is collected from 145 respondents through a well-structured questionnaire and the secondary data were collected through journal reports, books etc., The tool which is used for the interpretation is percentage analysis, Chi Square test, Correlation Analysis, Weighted average and Kruskal Wallis H test.

The conclusion of the project mainly aims at knowing the organization that would help the company to know the employee performance and commitment that plays a vital role in growth opportunities, job satisfaction and in appreciation. Work environment contributes towards employee performance to a very great extent. It is a major motivational factor that creates positive attitude among employees in performance and commitment of their work.

INTRODUCTION

Motivation is the key to organizational effectiveness. The manager in general has to get the work done through others. These others are human resources who need to be motivated to attain organizational objectives. It is the complex of forces starting and keeping a person at work in an organization.

It is an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium, by satisfying the need.

Motivation refers to the degree of readiness of an organism to pursue some designated goals and implies the determination of the nature and locus of force inducing a degree of readiness. It is an important part of managing process.

From definitions given earlier the following inferences can be derived:

1. Motivation is an inner feeling which energizes a person to work more.
2. The emotions or desires of a person prompt him for doing a particular work.
3. There are unsatisfied needs of a person which disturb his equilibrium.
4. A person moves to fulfill his unsatisfied needs by conditioning his energies
5. There are dormant energies in a person which are activated by channelizing them into actions.

Importance of motivation:

Motivation is an important part of managing process. A team of highly qualified and motivated employees is necessary for achieving objectives of an organisation because of the following reasons:

- It makes optimum use of available resources for achieving objectives.
- It is directly related to the level of efficiency of employees.
- It makes full use of their energy and other abilities to raise the existing level of efficiency.
- It also makes goal-directed efforts. They are more committed and cooperative or achieving organizational objectives.

- Motivated employees are more loyal and sincere to an organization. It helps in reducing absenteeism and labor turnover.
- It is considered as the backbone of good industrial relations.
- Effectively motivated employees get more job satisfaction and possess high morale.
- It also helps in improving the image of an organization.

Types of motivation

There are two types of motivation. In other words people can be motivated in 2 ways. They are:

Positive motivation

It is a positive approach. It is also called as pull mechanism because here people are motivated to work by giving a reward, which may be of financial or non-financial. Financial incentives include higher rate of wages, productive bonus schemes etc. Non- financial incentives include appreciating the work, participation in the management, treating all employees equal, respecting subordinates as human being, considering error is human, being fair, equitable, impartial and objective with subordinates.

Negative Motivation:

It is a negative approach. It is also called as push mechanism. Under this type of motivation, supervisors get the work done by creating fear in the minds of the subordinates. Fear creates frustration among employees and consequently subordinates show unfavourable attitude towards the job. Such an approach reduces the efficiency of the labourers leading to reduction in productivity.

Employee Performance

Employee performance refers to how your workers behave in the workplace and how well they perform the job duties you've obligated to them. Your company typically sets performance targets for individual employees and the company as a whole in hopes that your business offers good value to customers, minimizes waste and operates efficiently Evaluating Employee Performance.

Your business has several employee performance evaluation methods from which to choose, and you may find it helpful to use multiple methods to get a more complete picture of individual, team and organizational performance. Some of these include:

Management by objectives :

This employee performance-review method focuses on goal setting between managers and employees. It has the advantage of giving employees clear expectations of how they should perform their jobs and uses deadlines to monitor progress toward these goals.

360 degree feedback:

This method takes advantage of getting input on employee performance from several individuals with whom the person works. In addition to having a direct supervisor look at work-performance metrics like effectiveness and efficiency, co-workers, other managers and anybody else to whom the worker reports can provide perspective on the employee's skills and character.

Scale and ranking methods:

There are various employee performance-review options that use lists or scales of desired traits to assess an employee. Employees may be ranked based on best to worst performance to easily identify those who may be desirable for higher roles as well as those who need more training

Employee self-evaluation:

Often used in conjunction with another review method, self-evaluation gives employees a chance to think about their own work performance and identify their strengths and weaknesses. The disadvantage of this method, though, is that it can be hard for employees to be subjective about themselves.

Employee Commitment

Employee commitment refers to it as the attachment that an **employee** has on their organization due to their experiences. It can indicate the level of satisfaction, and engagement among **employees**. It is crucial to assess **employee commitment** since it is a key element in organizational success.

Employee engagement at TVS:

Here's how TVS designs its people engagement strategy

- 1) The extent to which employees feel passionate, happy and committed to their jobs.
- 2) The extent to which they are connected with the vision, mission and ethos of the company.
- 3) Perhaps the most important element, how much discretionary efforts employees are ready to put in to achieve organizational goals to ensure sustained, superior performance'. At times, engagement is also equated with how much fun employees are having at the workplace however, engagement is a way deeper concept than this and requires concerted efforts from both individuals as well as organization's side.

REVIEW OF LITERATURE

Bhumika Gupta, Jeayaram Subramanian, 2014 stated that motivation is one of the foremost critical elements within the area of Human Resources Management. Enterprises design motivation systems not only to encourage employees to perform their best most efficiently but also to attract future candidates to apply for specific posts. To be able to create an efficient motivation system, the purpose of our research is to find the main factors affecting motivation amongst the employees of the company. A questionnaire survey was undertaken among 145 employees of the company to analyze their perceptions regarding motivation in the workplace and also investigating the opinions of the coordinators of each department and also with the overall Manager about this same issue. At the end of the study, we make some recommendations for the company to counter this issue. This study would be a prelude and of great help to managers and Human Resources professionals to boost the productivity of the corporate by increasing the motivation of their employees.

Gangapuram Aruna, 2018 states that the aim of the study was to review the impact of rewards and recognition which is done on employee motivation. And the specific objectives were to spot the foremost effective means of rewards and recognition, to review the behavioral differences between appreciated and non-appreciated employees, to know the extent to which motivation enhances employee's performance, to spot if the motivation has an impact on individual and organizational growth and to review if rewards and recognition leads to emotional conflicts between employees. The descriptive research design is said to be adopted for this study. Various employees from the companies were the respondents. It is evident from the study that a spread of things influences employee motivation and satisfaction. It was also significant to get that there's an immediate and positive relationship between rewards and recognition and job satisfaction and

motivation. Hence, if rewards and recognition are said to be offered to employees were said to be altered, then there would be a corresponding change in work motivation and satisfaction. The direct translation of this could be that the upper the rewards and recognition, the upper the quantity of motivation and satisfaction, and possibly, therefore, the greater the quantity of performance and productivity. In the event of major inconsistencies, especially for emotional conflicts between performers and nonperformers, the organization should attempt to re-assess and rectify this example. If the organization doesn't re-assess this example, it could have a resultant negative impact on job performance and productivity also on the retention of minorities. Per Maslow's hierarchy of needs, the lower-level needs such as salary and benefits must first be met before the higher-level needs, which impacts motivation can be satisfied. The research study has shown that managers can employ different strategies to motivate employees, but that managers must keep in mind that different strategies would have a different motivational impact on different people. In order to get the optimum results from the motivational strategy, the manager has got to realize and understand the issues, which needs recognition of every individual's unique values, beliefs, and practices.

Dixit and Bhati, (2012) revealed that the concept of organizational commitment was derived from Whyte's article in 1956, The employee, which states that commitment comes into being when an individual links extraneous interests with a uniform line of activity by making aside bet.

Yusuf and Metiboba, (2012) submit that job commitment may be a mental state that characterizes the employee's relationships with the organization; and has implications for the choice to continue or discontinue membership in the organization.

Budworth, M. H., et al (2015). This study examines the effectiveness of the feed-forward interview for improving the job performance of employees relative to a traditional performance appraisal interview in a business equipment firm.

Yücel (2012) has examined the connection between job satisfaction, organizational commitment, and also the turnover intention of employees. A model of job satisfaction, organizational commitment, and turnover intention was said to be developed and has been tested in one field study. The results emphasized the necessity to think about the factors which will be having effects on the connection by highlighting studies conducted on job satisfaction, organizational commitment, and turnover intention.

Ghafoor (2012) during a cross-sectional study attempted to see the connection between demographic characteristics and job satisfaction among academic staff of public and private sector universities. It was found there wasn't an excessive amount of difference in job satisfaction supported demographic characteristics.

yNanga, Mudhovozi, Chireshe, and Maunganidze (2012) investigated job satisfaction among employees of higher education institutions. The study found that few employees were satisfied with their jobs.

Nagar (2012) stated that the job conditions may be eroding job satisfaction thereby directly damaging the physical and mental health of employees.

Rahman (2012) indicated that there were significant differences in job satisfaction across age, sex, rank, years of experience, academics, degrees, and academic results. No significant differences were found concerning publications.

Gujarathi and Shetty (2012) suggested that the concept of human sigma within a tutorial context, stating that a contended faculty could also be a source of student satisfaction, apart from this faculty needs to be retained and satisfied.

Katoch (2012) identified the factors which impact the level of satisfaction of college teachers in Jammu & Kashmir. Results showed that female college teachers were more satisfied with their job than male teachers and income per annum is an important factor impacting the level of job satisfaction.

Bhambu and Panghal (2013) carried out a comparison of job satisfaction at the workplace in Punjab national bank and State Bank of India. The job satisfaction on leadership and planning, resource and career development, working conditions, employee benefits, and ability of employees.

Mustapha (2013) focused on the connection between financial reward against job satisfaction among lecturers. This study found that financial reward has a positive correlation with job satisfaction.

Ashraf and Javed (2012) analyzed are most important performance measurement indicators being used in higher education institutes.

METHODS AND MATERIALS.

Research Methodology is a way to find out the result of a given problem on a specific matter or problem that is also referred as research problem. In Methodology, researcher uses different criteria for solving/searching the given research problem. Different sources use different type of methods for solving the problem. If we think about the word —Methodology, it is the way of searching or solving the research problem.

RESEARCH DESIGN:

Research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

TYPE OF RESEARCH DESIGN:

The type of research design adopted in this study is DESCRIPTIVE RESEARCH.

DESCRIPTIVE RESEARCH:

Descriptive research includes surveys and fact-finding enquiries of different kinds and it can report only what has happened. The purpose of the research is description of the state of affairs as it exists at present. Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, when, where and how. A descriptive study is undertaken in order to ascertain and able to describe the organization constantly engaged themselves in studying and analyzing issues and hence are involved in some form of research activity as they make decisions at the work place. It involves lot of factors like the research design, tools used etc., all these steps and factors put together to bring out clear and accurate results.

SAMPLING METHOD:

Sampling is the process of selecting a representative group from the population under study. The target population is the total group of individuals from which the sample might be drawn. A sample is the group of people who take part in the investigation. The people who take part are referred to as —participants.

TYPE OF SAMPLING METHOD:

The sampling method used in this study is NON-PROBABILITY SAMPLING.

NON-PROBABILITY SAMPLING:

Non-probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected.

DATA COLLECTION:

Data collection is a systematic approach to gathering information from a variety of sources to get a complete and accurate picture of an area of interest. In this study responses are collected through two different sources. The sources of data collection are;

- Primary data collection
- Secondary data collection

PRIMARY DATA COLLECTION:

Primary data is a type of information that is obtained directly from first-hand sources by means of surveys, observation or experimentation. It is data that has not been previously published and is derived from a new or original research study and collected at the source such as in market. Primary data collection techniques used in this study is QUESTIONNAIRE METHOD. Questionnaire was circulated to 145 respondents. In this study various questionnaire techniques are used and they are:

- Closed ended questions
- Open ended questions

CLOSED ENDED QUESTIONS:

Closed ended questions are just that: direct questions that ask for specific pieces of information from a respondent. Closed questions have their greatest value when we need to obtain facts and specific pieces of information. By their nature they limit the respondent field of choice and length of response. A closed-ended question is a question format that limits respondents with a list of answer choices from which they must choose to answer the question. Different types of closed ended questions are,

DICHOTOMOUS TYPE:

When a question has two possible responses, we consider it as dichotomous type. Surveys often use dichotomous questions that ask for Yes/No, True/False, Agree/Disagree.

MULTIPLE CHOICE QUESTIONS:

Multiple choice questions are a type which has list of answer choices from which they must choose to answer the question.

RATING QUESTIONS:

A rating question asks survey respondents to compare different items using a common scale a question that asks the participant to position each property or object on a verbal, numeric, or graphic continuum. A rating scale is a set of categories designed to elicit information about a quantitative or a qualitative attribute.

RANKING QUESTIONS:

A measurement question that asks the participant to compare and order two or more objects or properties using a numeric scale. A ranking question asks survey respondents to compare a list of different objects to one another.

OPEN ENDED QUESTIONS:

Open-ended questions are those questions that will solicit additional information from the inquirer. Sometimes called infinite response or unsaturated type questions. By definition, they are broad and require more than one- or two-word responses. An open-ended question is a question that cannot be answered with a simple yes or no, or with only one or two words, where the person answering the question has to answer it in his or her own words.

SECONDARY DATA COLLECTION:

Secondary data is collected by someone other than the user. Common sources of secondary data for social science include journals, reports, books, websites, magazines etc.

RESEARCH TOOLS:

Research tools can be defined as the instrument in the hands of researchers to measure what they indent to in their study. The collected data has been analysed by the following statistical tool:

- a) Percentage Analysis
- b) Chi-Square test
- c) Correlation Analysis
- d) Kruskal Wallis H-test
- e) Weighted Average Method.

RESULTS AND DISCUSSIONS

CHI - SQUARE TEST FOR GOODNESS OF FIT

Chi-square (χ^2) statistic is a test that measures how a model compares to actual observed data. The **chi-square statistic** compares the size any discrepancies between the expected results and the actual results, given the size of the sample and the number of variables in the relationship.

HYPOTHESIS:

Null Hypothesis Ho: The present working condition is same.

Alternative Hypothesis H1: The present working condition is different.

Components	Motivating	Friendly	Stressful	Challenging	Highly complex
No of respondents	18	39	35	46	6

18	28.8	116.64	4.05
39	28.8	104.04	3.61
35	28.8	38.44	1.33
46	28.8	295.84	10.27

6	28.8	519.84	18.05
		Total	37.3197

Interpretation:

Since the calculated value is greater than the table value, null hypothesis H0 is rejected. Therefore, it is concluded that the present working condition is different

CORRELATION ANALYSIS

Correlation analysis is a statistical method used to evaluate the strength of relationship between two quantitative variables. A high **correlation** means that two or more variables have a strong relationship with each other, while a weak **correlation** means that the variables are hardly related.

Types of Correlation

Positive Correlation – when the value of one variable increases with respect to another.

Negative Correlation – when the value of one variable decreases with respect to another.

No Correlation – when there is no linear dependence or no relation between the two variables.

Commitment(x)	14	57	50	11	12
Performance(y)	40	66	32	3	3
X	Y	X ²	Y ²	XY	
14	40	196	1600	560	
57	66	3249	4356	3762	
50	32	2500	1024	1600	
11	3	121	9	33	
12	3	144	9	36	
144	144	6210	6998	5991	

Interpretation:

It is concluded that commitment and performance are highly correlated to each other.

WEIGHTED AVERAGE METHOD

Weighted average is a calculation that takes into account the varying degrees of importance of the numbers in a data set. In calculating a **weighted average**, each number in the data set is multiplied by a predetermined **weight** before the final calculation is made.

INFLUENCE ON ENVIRONMENTAL FACTORS ON JOB PERFORMANCE

FACTORS	R1	R2	R3	R4	R5	TOTAL	RANK
Workplace layout	39	57	38	1	9	36.53	3
Workstation set-up	23	77	38	4	1	36.4	5
Air quality	36	61	41	3	3	37.06	2
Ventilation	29	69	36	8	2	36.47	4
Space	34	58	43	6	2	36.27	6
Temperature	39	62	33	7	3	37.27	1

Interpretation:

Therefore, it is concluded that temperature is ranked 1st by the respondents, air quality is ranked 2nd by the respondents, workplace layout is ranked 3rd by the respondents, ventilation is ranked 4th by the respondents, workstation set-up is ranked 5th by the respondents and space is ranked 6th by the employees.

KRUSKAL WALLIS H - TEST

The **Kruskal-Wallis H test** (sometimes also called the "one-way ANOVA on ranks") is a rank-based nonparametric **test** that can be used to determine if there are statistically significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable.

MOTIVATION TO HAVE STRONG INVOLVEMENT AND COMMITMENT:

Career growth opportunities	65	51	33	2	2
Work itself	31	64	41	5	3
Responsibilities	46	67	25	1	5

Series	Respondents	Ranks
C	1	1
A	2	2.5
A	2	2.5
C	2	2.5
B	3	5
B	5	6
C	25	7
B	31	8
A	33	9
B	41	10
C	46	11
A	51	12
A	56	13
B	64	14
C	67	15

HYPOTHESIS:

Null Hypothesis Ho: There is no significance difference between the employee’s strong involvement and commitment.

Alternative Hypothesis H1: There is a significance difference between the employee’s strong involvement and commitment

Interpretation:

Since the calculated value is lesser than the table value, alternative hypothesis H1 is accepted. Therefore, it is concluded that there is significant difference between the employees strong work involvement and commitment.

SUGGESTIONS

- It suggests that the motivation of employees can be achieved through the involvement and performance of employees.
- It indicates the degree of which the employees are involved in decision-making processes, the existence of mutual connection between the employees and the company, and the authorization over the task they are working on.
- High employee involvement shows higher level of employee motivation and satisfaction.
- Furthermore, having repetitive tasks every day is a reason for demotivation, boredom, and a lack of enthusiasm. Thus, it is recommended for companies to implement job rotation in order to keep the employees' interest and involvement with work.
- Sufficient training programs and feedback systems are necessary to be included not only to provide employees adequate knowledge and skills to do the work but also to improve the working environment, techniques, and quality.
- Proper recognition of well-done work and opportunities to growth and become promoted are also prioritized as an effective method for motivation fulfillment.
- Finally, an utilisation of appropriate management style and effective communication within all levels of the organization are as well the elements that contribute to higher motivation level of employees.
- To sum up, the motivation of employees can be affected by many factors. However, a combination of both physical incentive and spiritual stimulation is the most powerful way to raise the motivation level.
- Finally, an utilization of appropriate management style and effective communication within all levels of the organization are as well the elements that contribute to higher motivation level of employee

CONCLUSION

The study on organizational motivation towards employee performance and commitment helps the organization to know the perception of employees about the motivational factors provided by the company.

Performance management is concerned with commitment and involvement. It is the tool that gives an organisation's vision true figure by improving and managing the employee performance to get higher efficiency and productivity in the competitive environment.

From the collected data, it is seen that the employees have good opinion towards the motivational factors provided to them. But the organization can make attempts to remove certain areas of dissatisfaction. Such things will lead the organization for better performance in all aspects.

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