



Measurement of Employee's Motivation Level in Private Banks of Haryana

Dr. Amit Gupta

Assistant Professor, Bhagwan Parshuram Institute of Technology, Delhi

E-mail: amitgupta_0878@yahoo.com

Dr. Shamsher Singh

Associate Professor, RPIIT Technical Campus, Karnal

E-mail: drshamshersingh1@gmail.com

INTRODUCTION

Management's basic job is the effective utilization of human resources for achievements of organizational objectives. The personnel management is concerned with organizing human resources in such a way to get maximum output to the enterprise and to develop the talent of people at work to the fullest satisfaction. Motivation implies that one person, in organization context a manager, includes another, say an employee, to engage in action by ensuring that a channel to satisfy those needs and aspirations becomes available to the person. In addition to this, the strong needs in a direction that is satisfying to the latent needs in employees and harness them in a manner that would be functional for the organization.

Employee motivation is one of the major issues faced by every organization. It is the major task of every manager to motivate his subordinates or to create the 'will to work' among the subordinates. It should also be remembered that a worker may be immensely capable of doing some work; nothing can be achieved if he is not willing to work. A manager has to make appropriate use of motivation to enthuse the employees to follow them.

SIGNIFICANCE OF THE STUDY

A good motivational program procedure is essential to achieve goal of the organization. If efficient

motivational program of employees are made not only in this particular organization but also any other organization; the organizations can achieve the efficiency also to develop a good organizational culture.

Motivation has variety of effects. These effects may be seen in the context of an individual's physical and mental health, productivity, absenteeism and turnover. Employee delight has to be managed in more than one way. This helps in retaining and nurturing the true believers "who can deliver value to the organization. Proliferating and nurturing the number of "true believers" ¹ is the challenge for future and present HR managers.

This means innovation and creativity. It also means a change in the gear for HR policies and practices. The faster the organizations nurture their employees, the more successful they will be. The challenge before HR managers today is to delight their employees and nurture their creativity to keep them a bloom.

The study is intended to evaluate motivation level of employees in private banking sector of Haryana. This study helps the researcher to realize the importance of effective employee motivation. This research study examines types and levels of employee motivational programmes and also discusses management ideas that can be utilized to innovate employee motivation. It helps to provide insights to support future research

regarding strategic guidance for organizations that are both providing and using reward/recognition programs.

REVIEW OF LITERATURE

Stringer et.al. (2011) worked on Motivation, pay satisfaction, and job satisfaction of front-line employees with an objective to explore the complex relationships between intrinsic and extrinsic motivation, pay satisfaction and job satisfaction at the retailer that uses a pay-for-performance plan for front-line employees. It is based on a single organization case study across seven stores, and used a survey, archival documents, open-ended questions and researcher interaction with employees and managers. The results provide some support for the complementary nature of intrinsic and extrinsic motivation. Intrinsic motivation was positively associated with pay and job satisfactions, whereas extrinsic motivation was negatively associated with job satisfaction, and not associated with pay satisfaction. The qualitative insights indicate that pay fairness is important, and those who perceived pay was not fair generally made comparisons with others or felt that pay did not reflect their effort. It is also found that the majority of employees perceived that goals were clear.

Audhesh K. Paswan (2005) worked on Perceived managerial sincerity, feedback-seeking orientation and motivation among front-line employees of a service organization *with an objective to explore the Literature on the services industry's front-line employees has largely focused on the relationships between service providers and customers. However, there is increasing approbation that managers influence the front-line employees' motivation, ultimately impacting service quality. This study investigates the relationship between front-line employees' perceived managerial sincerity, need for feedback, and role motivation.*

Antonios Panagiotakopoulos (2013) worked on the impact of employee learning on staff motivation in Greek small firms: the employees' perspective with an objective to explore and to try to understand the main motivational forces, from the employees' point of view, that direct staff behavior in small firms within a country that suffers from a severe financial crisis. The study will identify the main factors affecting staff motivation at a period where the financial rewards are kept to the minimum, with the purpose of helping small firm owners create working environments that stimulate employee performance.

J. Hetty van Emmerik worked on the route to employability: Examining resources and the mediating role of motivation with an objective to explore the Drawing from the job characteristics model and the job demands-resources model, this

study aims to examine the associations of resources (i.e. feedback, autonomy, and variety) with intrinsic and extrinsic motivation, and employability.

Islam Rafikul and Hj Zaki Ahmad (2008) worked on Employee motivation: a Malaysian perspective with an objective to know the motivating factors of employees working in various Malaysian organizations. An ordered set of motivating factors for employees working in Malaysian organizations. Demographic factors like gender, race, education, etc. were found to have impact on the ranking of the factors.

Catherine Chovwen and Emilia Ivensor (2009) worked on Job insecurity and motivation among women in Nigerian consolidated banks with an objective to know the predictors of perceived job insecurity and motivation. The results of the research indicated joint significant influence of job characteristics and organizational justice in women's perceived threat of job loss and motivation. Specifically, organizational justice (procedural justice) exerted a strong influence on the dependent variables for women in both acquired and merged banks.

George Babu P. and Hegde Purva G. (2004) worked on Employee attitude towards customers and customer care challenges in banks with an objective to know about offers a fresh look at the paradigmatic shifts being experienced by the traditional, government supported banking establishments, especially those in the erstwhile socialist and mixed economies, in the newly embraced context of liberalization- privatization-globalization. It attempts to fill a great void in debates that consistently neglected every voice except that of the triumphant customer by giving some room for the managerial viewpoint as well. This mission is undertaken in the context of customer complaints regarding failure in the delivery of banking services. The article makes a case for the delicate aspect of employees' attitudes, their satisfaction and motivation, which are posited as prerequisites for customer satisfaction, which is, again, sine qua non for the competitive sustenance of the organization.

Jain Ravi Kumar and Natarajan Ramachandran (2011) worked on Factors influencing the outsourcing decisions: a study of the banking sector in India with an objective to investigate the impact of factors which influence the decision makers' attitude towards outsourcing. The impacts of perceived benefits, perceived roadblocks, and perceived criticality on the attitudes towards outsourcing were found to be strong and statistically significant. The impact of perceived risk was weak and statistically insignificant. The model explaining the combined

impact of these four factors on outsourcing attitudes was also statistically significant.

Motivation is an important function which every manager performs for actuating the people to work for accomplishment of objectives of the organization. Issuance of well conceived instructions and orders does not mean that they will be followed. A manager has to make appropriate use of motivation to enthuse the employees to follow them. Effective motivation succeeds not only in having an order accepted but also in gaining a determination to see that it is executed efficiently and effectively.

OBJECTIVES AND RESEARCH METHODOLOGY

This study is mainly conducted to identify the factors which will motivate the employees of Private sector Banks in Haryana. The data required for the study has been collected from the employees of private sector banks in Karnal, Panipat, Sonapat, Rohtak and Kurukshetra through structured questionnaire. Analysis and interpretation has been done by using the statistical tools and data's are presented through tables and charts. This study is exploratory cum descriptive in nature and is based on primary as well

as secondary data. The sample size for the present study is 100. To make the analysis meaningful, certain simple and advanced statistical tools were used. The data has been summarized with the help of frequency distribution. For testing the hypothesis, Chi square test has been used. The chi-square was conducted at 95 per cent confidence level or 5 per cent level of significance.

The main objectives of the study are:

- 1. To study the level of motivation in Private banking sector in Haryana.
- 2. To examine the effect of monetary and non-monetary incentives on the employee's performance.
- 3. To study the impact of gender on employee motivation.

The study aims at testing the following hypotheses.

H1: There is no association between gender and types of incentives preference.

H2: There is no association between gender and demotivating factors.

H3: There is no association between gender and overall satisfaction level.

DATA ANALYSIS

Table 1: Demographic Description of Samples

	GENDER		Total
	Male	Female	
Top	3	2	5
Middle	29	22	51
Lower	23	21	44
Total	55	45	100

Out of 100 respondents 55 were males and 45 respondents were females and 5, 51 and 44 are from top, middle and lower levels of management.

Table 2: Association of the Respondents with their current organization

	GENDER		Total
	Male	Female	
0-5 Years	25	30	55
5-10 Years	19	6	25
10 Years and Above	11	9	20
Total	55	45	100

Out of 100 respondents 55 employees have 0-5 years of association 25 have 5-10 years and 20 have 10 years and above association with their banks.

Table 3: Gender and Type of Incentives

	GENDER		Total
	Male	Female	
Monetary Incentives	27	17	44
Non-Monetary Incentives	7	10	17
Both	21	18	39
Total	55	45	100

(Chi-square (χ^2) = 2.05313, degree of freedom=2, 5% level of significance, p-value=5.991)

The table value (p-Value) of χ^2 for 2 degree of freedom at 5 per cent level of significance is 5.991. The calculated value of χ^2 is less (2.05313) than the table value and hence the hypothesis (H1) gets accepted.

Table 4: De-motivate factors

	GENDER		Total
	Male	Female	
Low Salary	30	25	55
Lack of Growth and Advancement opportunities	10	5	15
Monotony	12	10	22
Poor working environment	3	5	8
Total	55	45	100

(Chi-square (χ^2) = 1.8211, degree of freedom=3, 5% level of significance, p-value=7.81473)

The table value (p-Value) of χ^2 for 3 degree of freedom at 5 per cent level of significance is 7.8147. The calculated value of χ^2 is less than the table value and hence the hypothesis (H1) gets accepted.

Table 5: Overall satisfaction level

	GENDER		Total
	Male	Female	
Highly Satisfied	17	21	38
Satisfied	28	18	46
Average	9	-	9
Dissatisfied	1	5	6
Highly Dissatisfied	-	1	1
Total	55	45	100

(Chi-square (χ^2) = 14.8523, degree of freedom=4, 5% level of significance, p-value=9.4877)

The table value (p-Value) of χ^2 for 4 degree of freedom at 5 per cent level of significance is 9.4877. The calculated value of χ^2 is greater than the table value and hence the hypothesis (H1) gets rejected.

Table 6: Employees response towards various motivational policies of the Bank

Statement	Response					Mean	S.D.
	SA	A	N	D	SD		
Top Management is interested in motivating the employees	36	47	12	3	2	4.11	0.905
I am well compensated for my services	21	33	14	18	14	3.29	1.352
The management provide us with adequate benefits, besides compensation	26	37	11	12	14	3.49	1.360
My bank provides effective development opportunities to its employees	29	35	8	16	12	3.53	1.360
The management maintains an open communication with its employees	36	19	9	25	11	3.44	1.459
I have a good professional relationship with my superiors	29	27	19	14	11	3.49	1.330
The promotional opportunities in job are fair	18	35	16	17	14	3.26	1.319

It is evident from the table that the overall motivation level among the private banking sample employees is quite good. More than one-half of the respondents believe that the top management of the banks are interested in motivating the employees and feel well compensated for their services. About sixty three percent of the employees responded that management provides them with adequate benefits. More than fifty percent of the employees feel that they have been provided ample development opportunities and agreed that they have open communication with their management.

They also confirmed to enjoy good professional relations with their seniors and are convinced that fair promotional opportunities are provided to them.

RESULTS AND DISCUSSION

The main findings of the study are follows:

- The employees in private sector banks in Haryana are quite motivated.
- They feel that the corporate culture in their bank is good
- The employees are satisfied with the present incentive plan of the company.
- Most of the employees agreed that the bank always recognize and acknowledge their work and efforts.
- The study reveals that the employees share good relations with their peers, juniors and seniors. Though there are some differences but all the conflicts are handled in a proper manner.
- From the study it is clear that most of employees agree to the fact that support

from the coworkers in helpful to get motivated.

- The study reveals that increase in the salary will motivates the employees more.
- The incentives and other benefits will influence the performance of the employees.

CONCLUSION

The study concludes that, the motivational program procedure in various Private sector Banks is found effective but not highly effective. The study on employee motivation highlighted so many factors which will help to motivate the employees. The study was conducted among 100 employees and collected information through structured questionnaire. The study helped to findings which were related with employee motivational programs which are provided in the organization.

The performance appraisal activities really play a major role in motivating the employees of the organization. It is a major factor that makes an employee feels good in his work and results in his satisfaction too. The banks can still concentrate on specific areas which are evolved from this study in order to make the motivational programs more effective. Only if the employees are properly motivated- they work well and only if they work well the organization is going to benefit out it. Steps should be taken to improve the motivational programs procedure in the future. The suggestions of this report may help in this direction.

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