

FACTORS INFLUENCING EMPLOYEE MOTIVATION IN INDIAN UNIVERSITY: A CASE STUDY OF BANARAS HINDU UNIVERSITY

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Abstract This paper is an attempt to identify the role played by rewards (Payment, Promotion, etc.) in motivating employees. The study explores factors determining rewards and their level of contribution towards employee motivation along with the relationship between rewards and motivation and differences in the motivation of employees based on the demographic variables.

Descriptive statistics is used in the study to provide information on demographic variables. The results are analysed in terms of descriptive statistics followed by inferential statistics on the variables. The study revealed multiple factors affecting employee work motivation and performance which have got their own unique approach, significance and contribution towards motivation and performance that elevate and maximize organizational progress

A quantitative methodology was used for the study and questionnaire method was used as the measuring instrument. A total of 250 questionnaires were distributed to respondents and a total of 202 employees completed the questionnaire. The four independent variables of reward included, payment, promotion, recognition, benefits and the dependent variable was employee work motivation. The results indicate that there is a statistical significant relationship between all of the independent variables with dependent variable employee work motivation, all the independent variables have a positive influence on employee work motivation and results also showed that among four independent variables, promotions was most important and more influential variable.

Keywords: Payment, Recognition, Motivation, Promotion

INTRODUCTION

Employee motivations play a crucial role in the field of management, practically and theoretically both. For Managers it is as an integral part of the performance equation at all levels, while for organizational researchers it is a fundamental building block for the development of useful theories of effective management practice. In fact, the topic of motivation permeates many of the sub-fields of management study such as leadership, teams, performance management, managerial ethics, decision making, and organizational change.

The term motivation is derived from the Latin word for movement (mover?). Building on this concept, Atkinson (1964), defines motivation as “the contemporary (immediate) influence on direction, vigor, and persistence of action”, while Vroom (1964), defines it as “a process governing choice made by persons among alternative forms of voluntary activity”. Campbell and Pritchard (1976) suggest that motivation has to do with a set of independent/ dependent variable relationships that explain the direction, amplitude,

and persistence of an individual’s behavior, holding constant the effects of aptitude, skill, and understanding of the task, and the constraints operating in the environment. These definitions are principally concerned with factors or events that energize, channel, and sustain human behavior over time. Contemporary theories of work motivation are derived from efforts to explicate with increasing precision how these three factors interrelate to determine behavior in organizations..

LITERATURE REVIEW

In today’s era of globalization, all the organizations need to revise the practices of past so that they can survive. It is important for the organizations to meet and introduce new motivational needs of employees since the changes have been observed in the workplaces of today’s organizations (Roberts, 2005).

Beer et al. (1984) strongly asserts in their research of changing work environment the reality that organizations today have totally changed, so it is necessary for the top management

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to develop new strategies for establishing strong and durable relationship between the organization and employees for meeting the organizational goals and fulfilling the needs of both. In order to accomplish these expectations, a complete and thorough understanding of employees' motivation is required for organizations (Beer et al, 1984). It is clear from the above that strong relationship among organizations and employees is an instrument for success in fulfilling the needs of changing work environment for both the parties. To make strong bond with employees the role of top management is crucial in this respect.

Carnige (1985) focused on the human aspect regarding management, strongly believes people who craft a formulation for an organization's success or failure are the chief executives-responsible for motivating their company employees in respect of their satisfaction and assurance of organizational success. Carnige mainly insists on human capital that plays pivotal role in an organizational effectiveness compared to financial capital. People rather than finance are observed in modern times as the primary source of a company's competitive advantage.

MOTIVATION AND JOB PERFORMANCE

According to Butkus and Green (1999), motivation is derived from the word "motivate", means to move, push or persuade to act for satisfying a need. Baron (1983) defined motivation in his own right. Hesays that "motivation is a set of process concerned with a kind of force that energizes behavior and directs it towards achieving some specific goals. Many writers have expressed motivation as goal directed behavior. This objective nature of motivation is also suggested by Kreitner and Kinicki (2001, p. 162) who have put forward that motivation represents "those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed".

In other words , a motivated person has the awareness of specific goals which must be achieved inspecific ways; therefore he/she directs his/her efforts to achieve such goals (Nel et al., 2001). It means that motivated person is best fit for the goals that he/she wants to achieve as he/she is fully aware of his/her assumptions. Therefore if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that lie at the root are, stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

Motivation is reason for individuals' accomplishments to carry out the project La Motta (1995). There are many aspects of motivation in an organization, a person motivated by those

aspects may not necessarily motivate another person giving these reasons, because there are many different factors that affect motivation level of different employees.

On reaching the understanding and believing that people (employees) are naturally motivated, an organization simply provides the environment for their motivation to be enhanced and improved (Baron, 1983). It means that an organization with a better environment and working atmosphere provider, only needs to believe that the people have the motivational behavior.

Lawler (2003) noted that there are different theories questioning why people prefer certain careers, whythey seek particular rewards and why they feel satisfied or dissatisfied with their work and rewards. These are some of the resonating questions which create so many assumptions and hypotheses to be researched.

Importance of Motivation

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivate themselves to satisfy their personal goals, therefore they investand direct their efforts for the achievements of organizational objectives to meet their personalgoals also. It means that organizational goals are directly proportional to the personal goals ofindividuals.

Robert (2005) reported that the manager's job is to ensure the work done through employees is possible, if the employees are self-motivated towards work rather directed. The manager's involvementis not so much important in the motivation of employees. The employees should motivate themselves to work hard.

The major issue in all services organizations is the motivation of employees whether they are skilled or unskilled or professional. The employees' motivation, their enthusiastic and energetic behavior towards task fulfillment plays key role in successes of anorganization to benefit (Cheng, 1995).

Levels of Employee Motivation

According to research conducted by Mosley, Megginson, and Pietri in 2001, there are three levels of employee motivation:

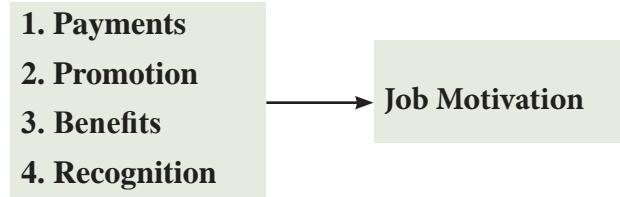
- I. Direction of employee Behavior (basically related to the behavior which a person chooses to act).
- II. Level of effort (Individual's willingness to work hard).
- III. Level of persistence (Individual's willingness to act in adverse situations in consistent manner).

Daschler and Ninemeier (1989) conducted research and investigated what employees may seekfrom the work environment & revealed few factors to be considered before formulating strategies for improving employee motivation:

- Employees are individuals who come from different backgrounds, they have different education with different experiences and their different family classes are all the factors in which their needs be located.
- The primary interest of employees is to satisfy their personal needs, ambitions, desires and goals.
- An employee wants to satisfy his/her basic needs, linked to survival and security concerns and a desire to belong, to generate positive feelings from within and from others, and to be self-fulfilled.
- Most employees want
 - (a) Fair and consistent company policies in matters affecting them;
 - (b) Management they can respect and trust;
 - (c) Adequate working relationships with managers and co-workers;
 - (d) Acceptable salaries and working environment;
 - (e) Appropriate job security assurance;
 - (f) Favorable job status.
- The other important factors that can fulfill and motivate employees are: challenging work, work that yields a sense of personal accomplishment, expression of appreciation for good performance, increased responsibility and the chance to grow in the job, the feeling of importance and making a contribution to the organization, and participation in job-related matters that affect the employees

4. To analyze the differences in level of motivation and demographic characteristics of non-teaching staff, if any.

Framework for Study



RESEARCH METHODOLOGY

Instrument and Measurement

This is an exploratory study based on primary data; the data has been collected through survey. Questionnaire was designed which consists of 20 questions related to factors mentioned in the framework of study which has responses rated on five point Likert scale ranging from 1 Strongly Disagree to 5 strongly Agree. Personal demographic information was also collected in this survey and items were included in the survey, relevant items were also included to gather all necessary information.

Population and Sampling

This questionnaire was distributed amongst the administrative staff of university. The population of the study was non-teaching staff members working in campuses. This University offers bachelors, master’s degrees & Doctoral Degrees in various disciplines. The total strength of non-teaching staff working in this university is near about 5000. Of these total members only 250 non-teaching staff of central office were selected for study using stratified random sampling technique. Out of which 202 members responded back forming 80% of response rate.

Analysis & Interpretations

Description of the demographic profile of non-teaching staff of University:

PURPOSE AND OBJECTIVES

The purpose of study is to examine factors affecting motivation level of non-teaching staff of Banaras Hindu University. In addition, this study seeks to determine the overall level of motivation among non-teaching staff. To understand about this study the following research objectives are formulated.

1. To describe demographic characteristics of selected non-teaching staff of the University.
2. To describe the overall level of motivation among of non-teaching staff of the University.
3. To investigate the factors influencing motivation level among non-teaching staff of the University.

Table 1: Demographic Profiles of the Respondents

Demographic variables	Groups	Number of employees	Percentage (%)
Age	21-30	26	12.9
	31-40	24	11.9
	41-50	76	37.6
	51-60	72	35.6
	61-70	4	2.0

Demographic variables	Groups	Number of employees	Percentage (%)
Education	8 Pass	10	5.0
	High school	10	5.0
	Intermediate	20	9.9
	Graduate	84	41.6
	Post Graduate	58	28.7
	Ph.D	20	9.9
Experience	0-10	51	25.2
	11-20	32	15.8
	21-30	87	43.1
	31-40	30	14.9
	41-50	2	1.0
Organizational Position	Non-Technical A	6	3.0
	Non-Technical B	54	26.7
	Non-Technical C	99	49.0
	Non-Technical D	37	18.3

The descriptive analysis of the demographic profile is represented in the table below & indicated clearly that major respondents were belonging to an age group of 41-50(37.6%) followed by the age group of 51-60 (35.6 %). Further the analysis based on education shows that maximum employees are graduates or above (84%).Similarly on the basis of experience maximum number is reflected in group of 21-30 years of experience (=43%).

Overall Motivation Level of Non-teaching Staff:

The mean of overall motivation level is 73.84 (=74) (Table 2) which reveals that the overall satisfaction of the employees is more than the average value but less than the highest range of satisfaction as expected

Table 2: One-Sample Statistics

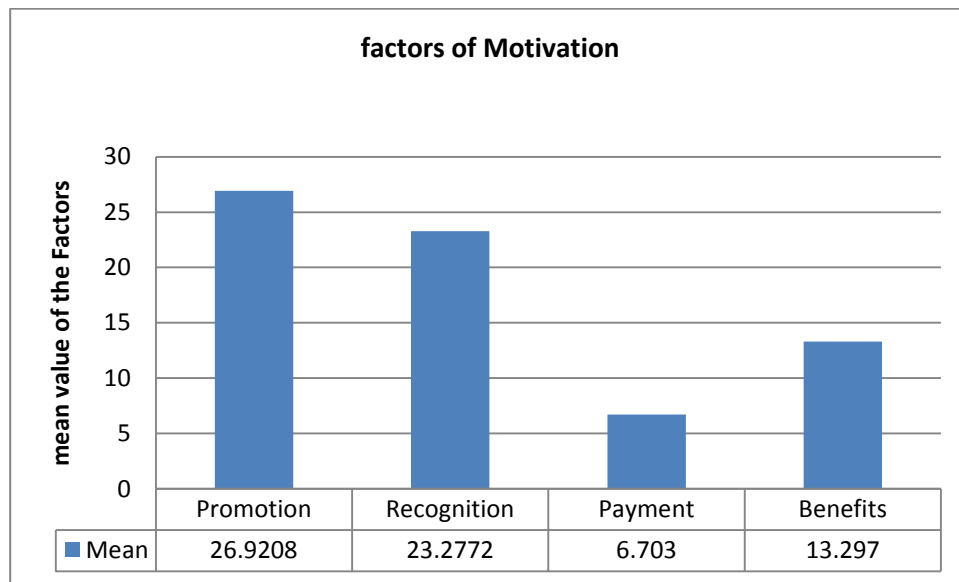
	N	Mean	Std. Deviation	Std. Error Mean
Total motivation	202	73.8416	9.25238	.65100

Work Motivation & Other Related Factors

Table 3: Descriptive Statistics for Dependent & Independent Variables for Motivation

	Mean	Ranking
Promotion	26.9208	1
Recognition	23.2772	2
Payment	6.7030	4
Benefits	13.2970	3
Total motivation	73.8416	

The descriptive statistics for the motivation & related factors is shown in table 3 reveals that the scores of all the factors are high & the employees are motivated to a great extent. The Major Factor contributing towards the motivation of employees is divided into 4 Factors viz. Promotion, Recognition, Payments and Benefits. Of all the factors, Promotion is the major contributing factor towards employee motivation & subsequent factors following it are shown in Table 3 & graph below



Relationship between Motivation & other Factors

Pearson correlation was applied in order to find out the relationship between various factors such as promotion,

recognition, payment, benefits (Independent Factors) & Motivation (Dependent Factor). The results shown in table 4 clearly reflect high & significant correlation between the various factors under study.

Table 4: Correlation between Motivation & Other Independent Variable

Dependent Variable	Independent Variable	Correlation Coefficient	Significance Level
Total motivation	Promotion	.760**	.000
	Recognition	.626**	.000
	Payment	.292**	.000
	Benefits	.507**	.000

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Differences in the Motivation Level based on Demographic Variables

Based on Age In order to find out the variation in the motivation level of employees based on the age of respondents ANOVA (Analysis of Variance) was applied.

Results of ANOVA indicate that there is no difference in the motivation level of the employees based on age both within & between the groups. So, one can say that motivation level is not influenced by the age.

Table 5: ANOVA Based on the Age of the Respondents

Total motivation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	396.235	4	99.059	1.161	.329
Within Groups	16810.695	197	85.333		
Total	17206.931	201			

(b) Based on Experience:

Table 6: ANOVA Based on the Experience in the organization

Total motivation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	816.882	4	204.221	2.455	.047
Within Groups	16390.048	197	83.198		
Total	17206.931	201			

ANOVA was applied to find out the difference in level of motivation based on the experience of the employees it was seen that there is a significant difference between the groups in the level of motivation. . The significant ANOVA result indicates that there are differences in the means, but it does not tell us which means are different from which others. In order to determine in which groups there were significant differences, LSD Test was applied and result is reported in the following tables. Difference was significant in the group of respondents which were having experience between 41-50 years.

Table 7: Multiple comparisons (Post hoc test)

(I) Experience (Binned)	(J) Experience (Binned)	Mean Difference (I-J)	Sig.
<= 10	11 - 20	.43742	.834
	21 - 30	2.11632	.193
	31 - 40	1.16000	.582
	41 - 50	-11.74000*	.014
11 - 20	<= 10	-.43742	.834
	21 - 30	1.67890	.380
	31 - 40	.72258	.757
	41 - 50	-12.17742*	.013
21 - 30	<= 10	-2.11632	.193
	11 - 20	-1.67890	.380
	31 - 40	-.95632	.621
	41 - 50	-13.85632*	.003
31 - 40	<= 10	-1.16000	.582
	11 - 20	-.72258	.757
	21 - 30	.95632	.621
	41 - 50	-12.90000*	.009
41 - 50	<= 10	11.74000*	.014
	11 - 20	12.17742*	.013
	21 - 30	13.85632*	.003
	31 - 40	12.90000*	.009

* The mean difference is significant at the 0.05 level.

(C) Based on Education:

Table 8: ANOVA based on the experience in the organization

Total motivation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1252.913	5	250.583	3.078	.011
Within Groups	15954.017	196	81.398		
Total	17206.931	201			

Significant F value in table 8 obtained indicates that there is a significant difference in the level of motivation between groups

based on the education of the respondents .However it is not clear that which groups are having differences. So as to find out the same Post hoc test was applied & it is observed

that the difference is significant for the all the groups of respondents except Post graduates as shown in table 8.

Table 9: Dependent Variable: Total Motivation (post-hoc –LSD)

(I) Education	(J) Education	Mean Difference (I-J)	Sig.
8 Pass	High school	-12.40000*	.002
	Intermediate	-10.70000*	.003
	Graduate	-7.60476*	.013
	Post Graduate	-5.30345	.088
	Ph.D	-6.90000*	.050
High school	8 Pass	12.40000*	.002
	Intermediate	1.70000	.627
	Graduate	4.79524	.114
	Post Graduate	7.09655*	.023
	Ph.D	5.50000	.117
Intermediate	8 Pass	10.70000*	.003
	High school	-1.70000	.627
	Graduate	3.09524	.170
	Post Graduate	5.39655*	.022
	Ph.D	3.80000	.184
Graduate	8 Pass	7.60476*	.013
	High school	-4.79524	.114
	Intermediate	-3.09524	.170
	Post Graduate	2.30131	.137
	Ph.D	.70476	.754
Post Graduate	8 Pass	5.30345	.088
	High school	-7.09655*	.023
	Intermediate	-5.39655*	.022
	Graduate	-2.30131	.137
	Ph.D	-1.59655	.496
Ph.D	8 Pass	6.90000*	.050
	High school	-5.50000	.117
	Intermediate	-3.80000	.184
	Graduate	-.70476	.754
	Post Graduate	1.59655	.496

* The mean difference is significant at the 0.05 level.

(D) **Based on Organizational Position:** On the basis of organizational position there is no significant difference in

the level of motivation as reflected by the insignificant F value after conducting ANOVA (Analysis of Variance) for the respondents.

Table 10: ANOVA Based on organizational Position

Total motivation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	143.894	3	47.965	.561	.641
Within Groups	16416.856	192	85.504		
Total	16560.750	195			

CONCLUSION

1. The analysis of data indicates that the motivation level of the non-teaching staff is falling in range which can be said to be motivated but not to the extent of highly motivated.
2. Of the various rewards considered in study viz: promotion, recognition, benefits, payment the major contribution towards motivation of employees is made by promotion followed by recognition.
3. There is highly significant & positive correlation between the various rewards construct of the study (Independent Factor) and Job Motivation (Dependent Factor).
4. Coming to the differences in the motivation level with various demographic factors, it has been observed that there is no difference in motivation level based on age & organizational position. However there is a significant difference in motivation based on experience & education.

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