

*An Analysis of Motivational Factors Implemented in Public
Sector*

Dr. Hitesh A. Kalyani

Assistant Professor
Department Of Commerce
S.N.Mor College,
Tumsar, Dist. Bhandara
Maharashtra – India.

Abstract: In today's scenario what has become more important for any organizations to achieve more and more with limited available resources. Motivation is the psychological feature that arouses an organism to action toward a desired goal and elicits, controls, and sustains certain goal directed behaviors. An individual he or she feels hungry, and as a response he or she eats and diminishes feelings of hunger. There are many approaches to motivation: cognitive, physiological, behavioural and social.

Motivation could be applied to any kind of organization. It is a proven theory and gives results in increasing trend over a period of time. There exist a number of factors which work to enhance motivational power. Management has a number of approaches to improve employees' motivation. It acts as different for individual and for group. It may be financial or non-financial. The study proposed to consider M/s Western Coalfields Limited Nagpur..

Keywords: Extrinsic, Higher retention, cognitive, stimuli.

I. INTRODUCTION

Motivation is a zest and determination with a kind of excitement that leads one to persevere to reach greater heights, in no matter what avenue of their life; be it personal or professional. The drive may come from an internal or external source.

The factors that motivate an individual keep changing as one climbs the ladder of age and maturity. And also, achievement of one goal sets the ball rolling for another one to be achieved. Thus, to be motivated is a constant need. The sources of motivation factors include behavioral, social, biological, cognitive, affective, conative and spiritual.

Various aspects of motivation:

- Valuing employees
- Socialization
- Incentive motivation
- Fear motivation

Types of Motivation:

Broadly speaking, Motivation can be divided into two types: internal, or intrinsic motivation, and external, or extrinsic motivation.

1. Intrinsic Motivation: Intrinsic motivation means that the individual's motivational stimuli are coming from within.
2. Extrinsic Motivation: Extrinsic motivation refers to the performance of an activity in order to attain an outcome, which then contradicts intrinsic motivation.

Benefits of motivation:

Motivation helps to achieve output by consuming time. Without any hard work motivation play significant role and demonstrates pride in its work, making a greater impact on the customer. Motivated employees more attention on their work, less absenteeism and done less mistakes. They show greater loyalty to the company.

The benefits derived from motivation may be observed from following points:

- Better production
- Higher retention
- Reduced costs
- Workplace morale
- Higher efficiency
- Lower absenteeism and turnover
- Human relations
- Corporate image

M/S WESTERN COALFIELDS LIMITED

M/s Western Coalfields Limited (Western Coalfields Limited) is one of the eight Subsidiary Companies of Coal India Limited (CIL) which is under administrative control of Ministry of Coal. The Company incorporated under the Companies Act, 1956 has its registered office at Coal Estate, Civil Lines, Nagpur-440001. Western Coalfields Limited has been conferred "Miniratna" status on 15th March'2007.

MOTIVATION FACTORS IN M/S WESTERN COALFIELDS LIMITED

In one of the largest studies of its kind, one company monitored employees for over 20 years to determine how different motivators ranked among employees.

Coal industry is labor oriented and wage cost forms around 54% of the total cost of the company's production. Performance of the Company depends upon the motivational levels of its Employees. Hence Company is motivating the employees by introducing various Wage Incentive Plans.

Management is monitoring, revising and introducing new schemes to keep pace with the changing needs. As on date, more than 20 Wage Incentive Plans are in operation covering thousands of people working under M/s Western Coalfields Limited and in all areas of Underground mine and Opencast mines besides selected supporting departments. The incentive cost per tone forms 2% of the Wage cost and 80% of the total cost of production. The incentive earnings are calculated on weekly/fortnightly basis for piece rated employees and on monthly basis for other designations.

II. NEED AND IMPORTANCE OF THE STUDY

The study therefore can be important for improving the performance of the employees of M/s Western Coalfields Limited as well as overall productivity of the company.

III. OBJECTIVE OF THE STUDY

1. To determine the Motivation Critical Factors towards the employee of M/s Western Coalfields Limited and to appraise the benefits derived from the same
2. To understand the role of various motivational theories and its practical implacability.

IV. RESEARCH METHODOLOGY

A questionnaire consisting of necessary questions was prepared and distributed to employees of M/s Western Coalfields Limited.

V. HYPOTHESIS

The conceptual framework of this study is evaluated

- H1: The various motivational factors implemented in M/s Western Coalfields Limited play a significant role for employees in order to achieve job satisfaction and for the company in the form of increased productivity.
- H2: The motivational factors implemented in M/s Western Coalfields Limited are worth for the employees and needs no improvement.

VI. DATA COLLECTION METHOD

The research study is based on both primary and secondary data. For the purposes of primary data a questionnaire. The secondary data has been collected from the company manual.

VII. RESEARCH INSTRUMENTS USED

The questionnaire was administered to Executives, Supervisors, Clerks, and Workers. The questionnaire consists of 10 close-ended questions and the respondents were asked to rate their views on them. The opinions of the respondents to these questions have been fitted on a five point ordinal scale as given:

Strongly Agree	+2
Agree	+1
Don't know	0
Disagree	-1
Strongly Disagree	-2

The data collected was analyzed to opt necessary information with the help of tabulation and scaling techniques.

VIII. SAMPLING

Earlier the study proposed to consider the sample size of 200 and distributed same number of forms to the employees of M/s Western Coalfields Limited. However, while collecting the responses, 150 positively responded for the same. The study therefore limited the sample size to 150 respondents only including 35 executives, 25 supervisors, 40 clerks, and 50 workers. They are randomly selected from various departments of the organization.

IX. DATA ANALYSIS

The data analysis mentioned in this project is completely collected from the Questionnaires which were collected from the employees, workers, labor of M/s Western Coalfields Limited.

X. DATA COLLECTION**Primary Data**

The major data is collected from the employees, labor, workers who are working in Western Coalfields Limited. These data were collected by personal interview with employees and the management. For this purpose questionnaires were prepared in such that all necessary data would be collected.

Secondary Data

This secondary data was collected from the Company about its progress and the company's development due to organizing various Motivational Techniques in the Company.

XI. ANALYSIS AND INTERPRETATION

The study believed that for a single question, the highest score may go upto 300 by getting 2 marks in each question response. However, the same is practically impossible. The study therefore kept the qualifying criteria as 75.

The analysis and interpretation of various responses is presented below:

The sample size of 150 employees consists of 100 males and 50 female employees. The study categorized the whole data into four categories as follows:

SN.	Designation	Male	Female
1.	Executives	27	8
2.	Supervisors	13	12
3.	Clerks	24	16
4.	Workers	36	14
	Total	100	50

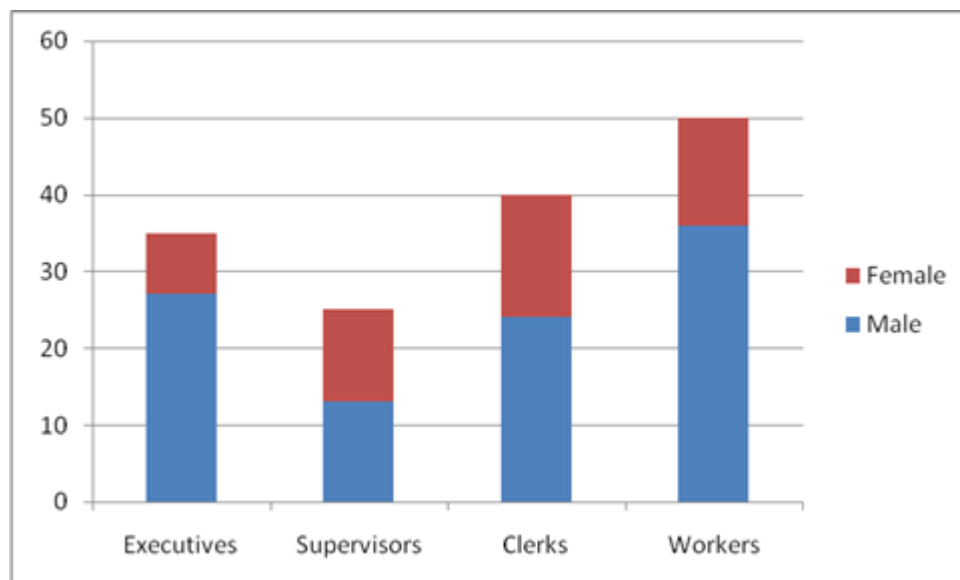
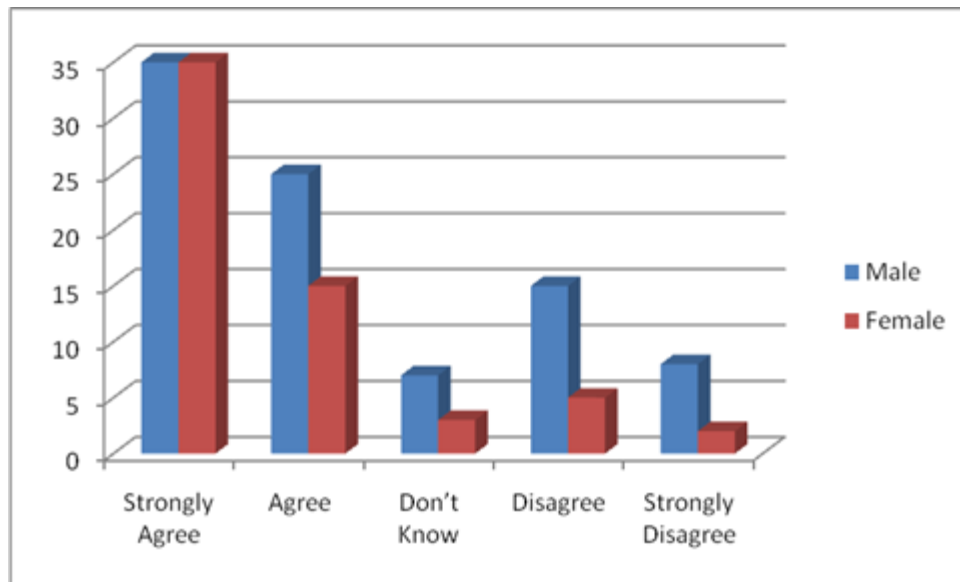


Table 1: Does Your Job Provide An Opportunity For Personal Growth And Development?

SN	Scales	Male	Female	Scores
1	Strongly Agree	35	35	140
2	Agree	25	15	40
3	Don't Know	7	3	0
4	Disagree	15	5	-20
5	Strongly Disagree	8	2	-20
	Total	100	50	140

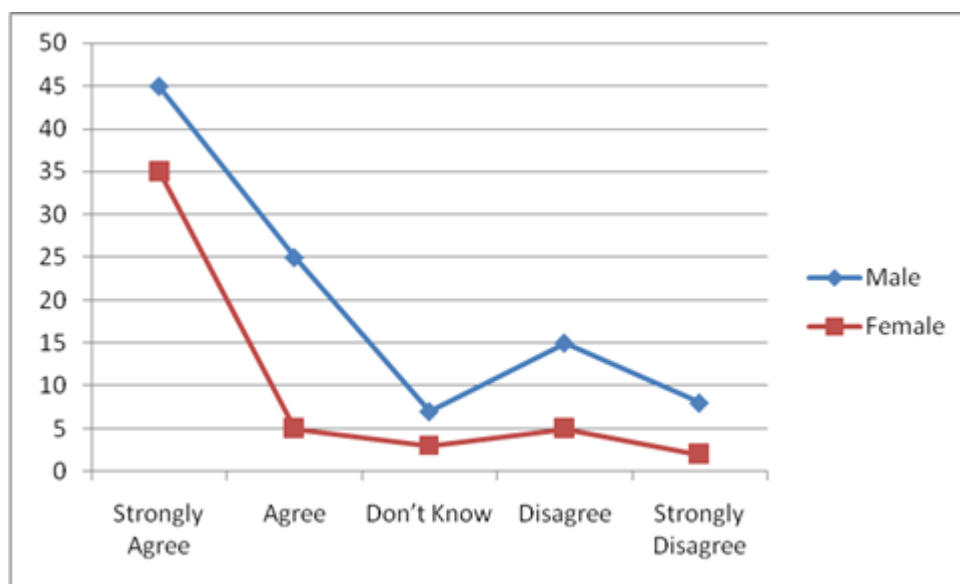


Out of 150, 110 positively responded to the issue that job carries opportunity for growth and personal development. It implies that the job has prospects, it not only been able to provide job satisfaction but also enrichment can be possible.

The actual score of response observed was 140 against implying qualifying score on the basis of qualifying criteria of 100.

Table 2: Does Your Job Provide You Personal Satisfaction And Sense Of Accomplishment?

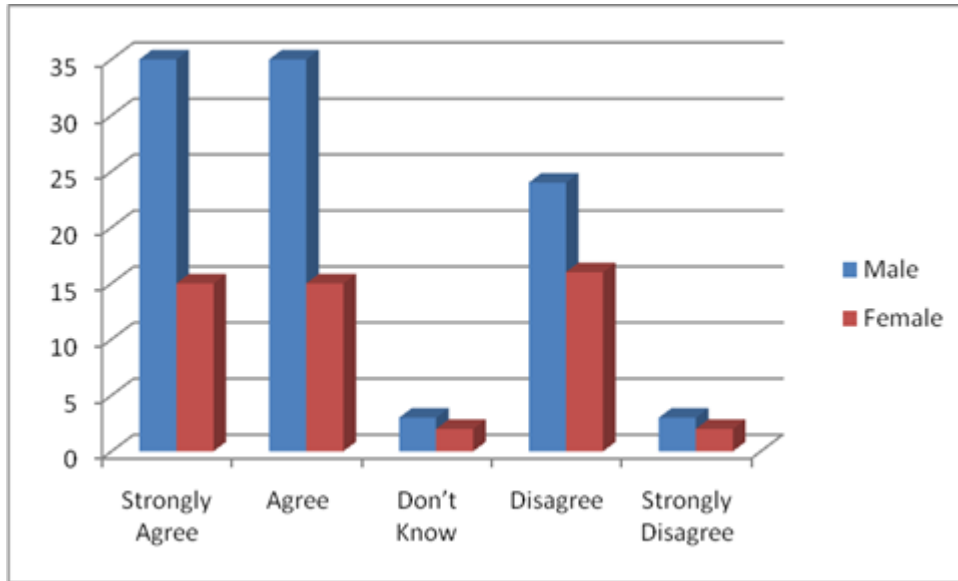
SN	Scales	Male	Female	Scores
1	Strongly Agree	45	35	160
2	Agree	25	5	30
3	Don't Know	7	3	0
4	Disagree	15	5	-20
5	Strongly Disagree	8	2	-20
	Total	100	50	150



110 positive responses against 30 dissatisfied answers reflected overall picture very clear to indicate that job provide personal satisfaction and sense of accomplishment for most of the employees. Obviously, the unsatisfied persons can't be neglected. However, the same may be considered as obvious as there always exists an another group.

Table 3: Is Your Superior (Executive/Superior) Approachable And Understandable?

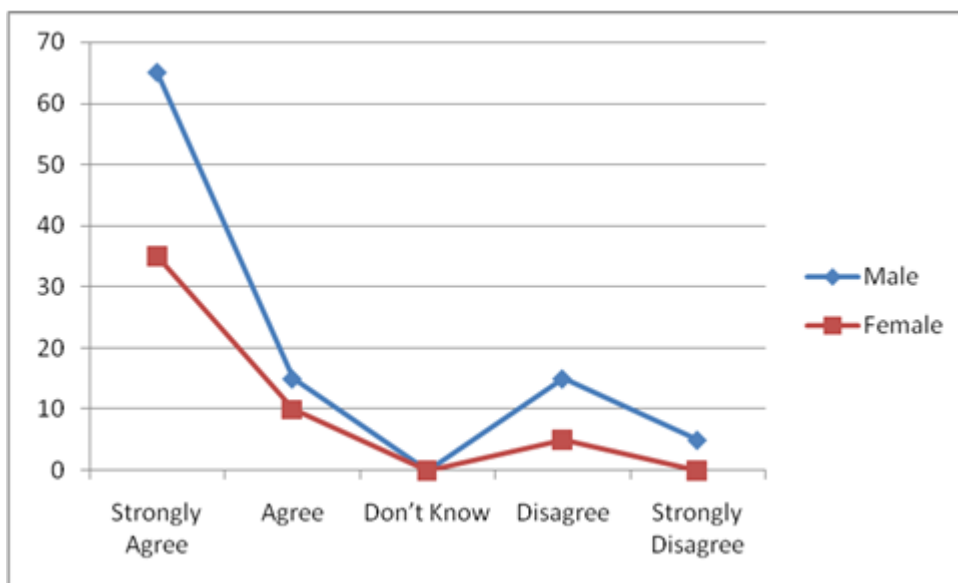
SN	Scales	Male	Female	Scores
1	Strongly Agree	35	15	100
2	Agree	35	15	50
3	Don't Know	3	2	0
4	Disagree	24	16	-40
5	Strongly Disagree	3	2	-10
	Total	100	50	100



Healthy sign for the organization and reflection of good team work 100 employees consider their superior to be approachable and understandable.

Table 4: Is There A Congenial Atmosphere In Your Organization?

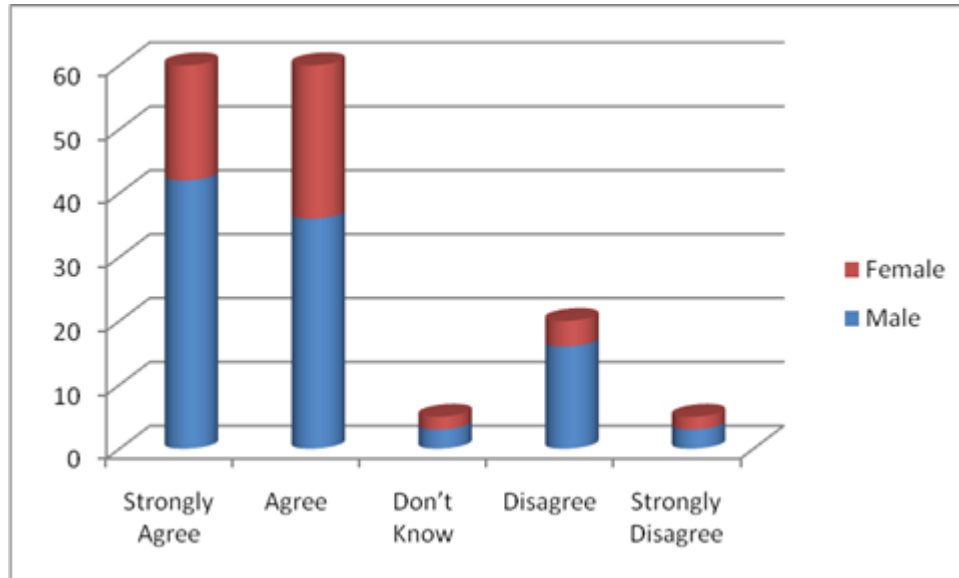
SN	Scales	Male	Female	Scores
1	Strongly Agree	65	35	200
2	Agree	15	10	50
3	Don't Know	0	0	0
4	Disagree	15	5	-20
5	Strongly Disagree	5	0	-10
	Total	100	50	220



Positive sign for the organization, 2/3 considered existence of congenial atmosphere in the organization.

Table 5: Are The Wages And Bonus You Receive Commensurate To Your Job?

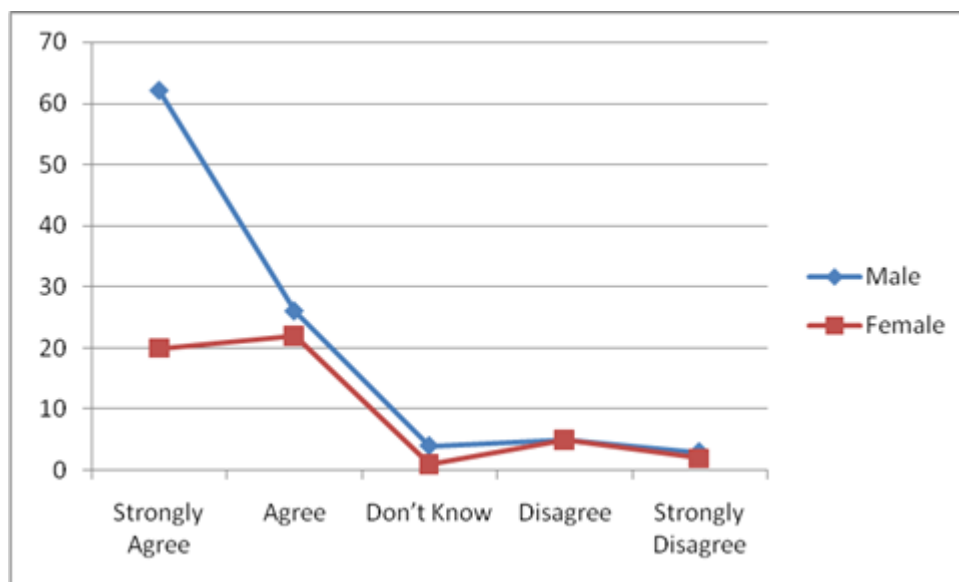
SN	Scales	Male	Female	Scores
1	Strongly Agree	42	18	120
2	Agree	36	24	60
3	Don't Know	3	2	0
4	Disagree	16	4	-20
5	Strongly Disagree	3	2	-10
	Total	100	50	150



2/3rd of the employees found satisfied with the wage and salary system and consented that it is in commensurate with the job.

Table 6: Do You Think There Is A Need For Entertainment And Recreation After Working Hours?

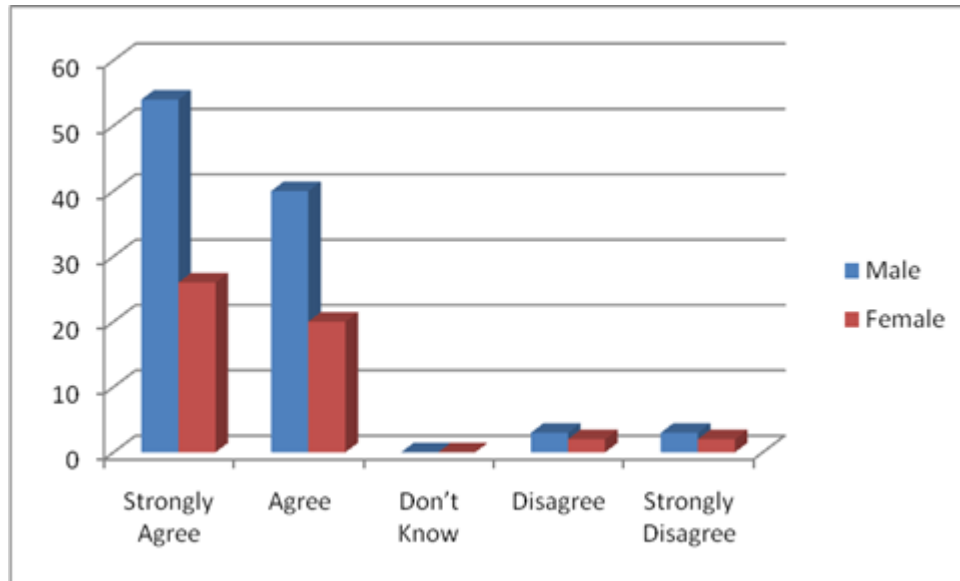
SN	Scales	Male	Female	Scores
1	Strongly Agree	62	20	164
2	Agree	26	22	96
3	Don't Know	4	1	0
4	Disagree	5	5	-10
5	Strongly Disagree	3	2	-10
	Total	100	50	240



Of course, the importance of entertainment and recreation been understood in every organization. The views of the employees of WCL showed synonymous opinions as 130 employees consented on the issue.

Table 7: Does Your Job Provide Security And Stability In Your Life?

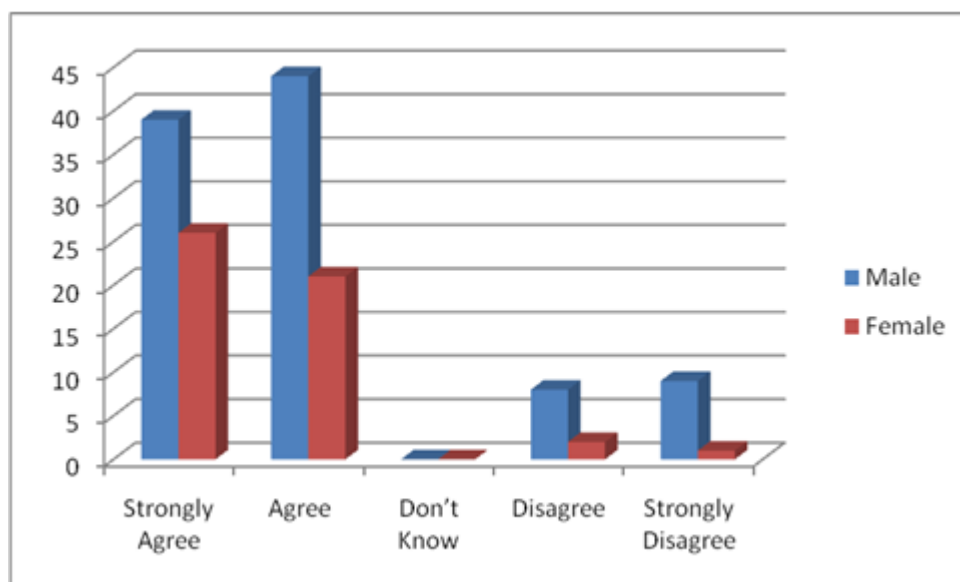
SN	Scales	Male	Female	Scores
1	Strongly Agree	54	26	160
2	Agree	40	20	60
3	Don't Know	0	0	0
4	Disagree	3	2	-10
5	Strongly Disagree	3	2	-10
	Total	100	50	200



140 employees consented that the job provides security and stability. It shows the efficient implementation of motivational factors in the organization.

Table 8: Are You Satisfied With The Welfare Amenities Provided By The Organization?

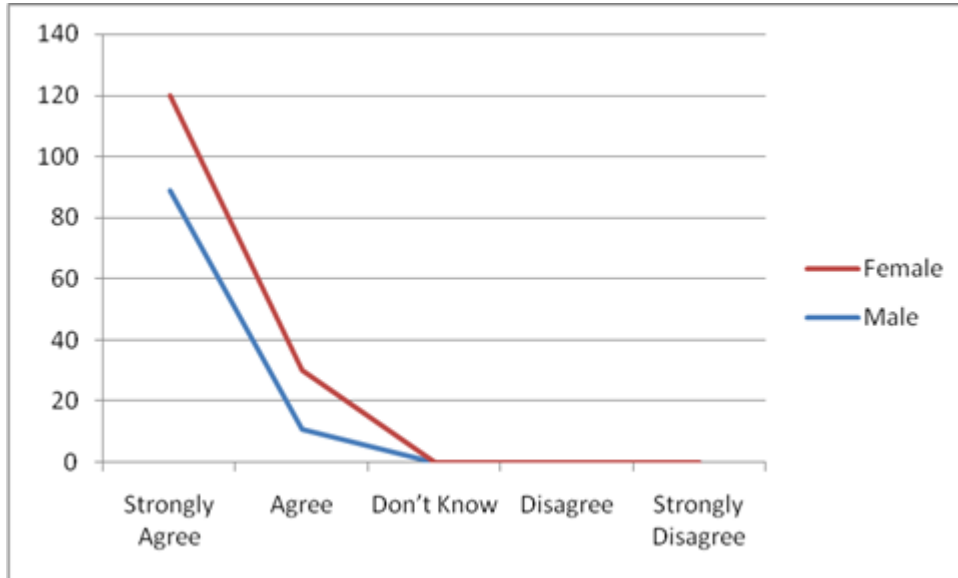
SN	Scales	Male	Female	Scores
1	Strongly Agree	39	26	130
2	Agree	44	21	65
3	Don't Know	0	0	0
4	Disagree	8	2	-10
5	Strongly Disagree	9	1	-20
	Total	100	50	165



80% of the employees found satisfied with the welfare amenities provided by the organization. It shows that welfare facilities are adequately been provided.

Table 9: Do You Think Rewards And Incentives Are Necessary To Motivate A Person At Work?

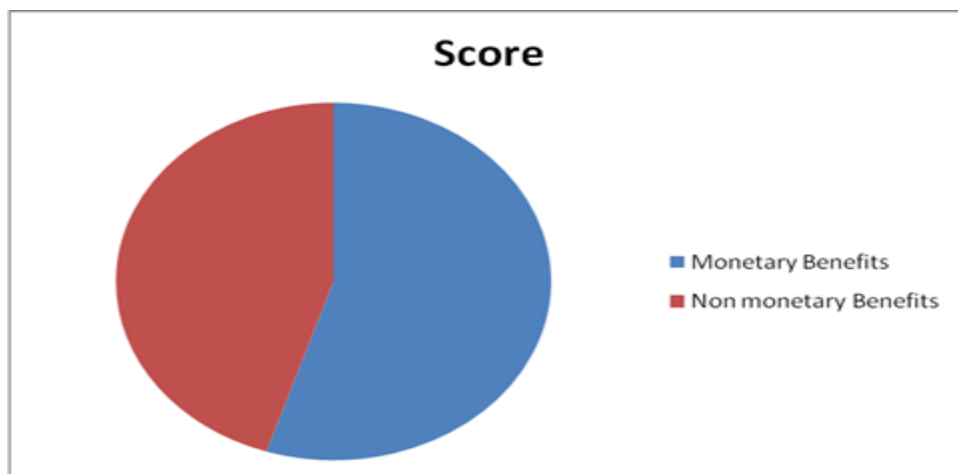
SN	Scales	Male	Female	Scores
1	Strongly Agree	89	31	240
2	Agree	11	19	30
3	Don't Know	0	0	0
4	Disagree	0	0	0
5	Strongly Disagree	0	0	0
	Total	100	50	270

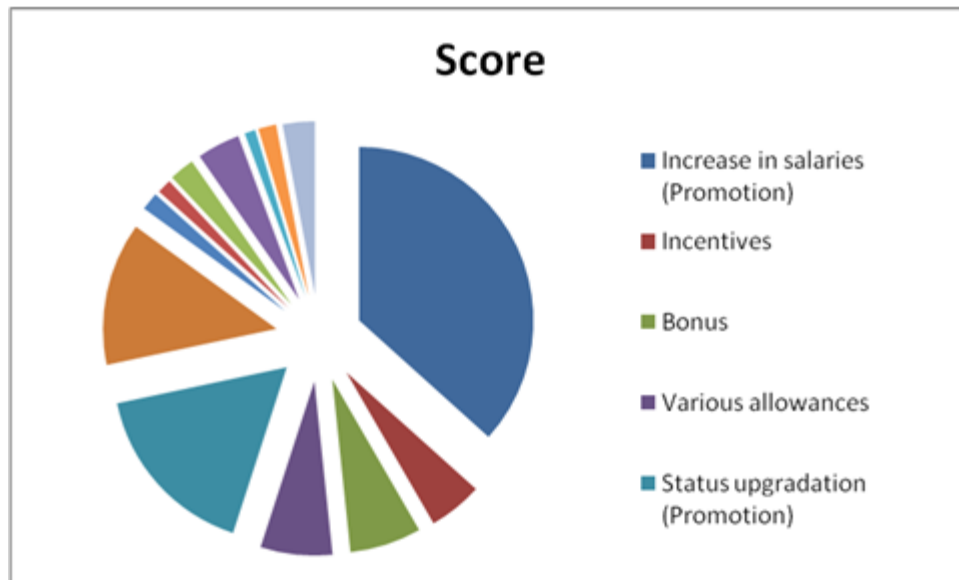


Huge response from the employee to support and believe that rewards and incentives are necessary to motivate people to work. 120 out of 150 strongly believed the same and rest of all agreed. None of them refused to say that these won't work.

Table 10: List out Two Important Monetary And Non-Monetary Factors That Motivate A Person To Work.

SN	Factors recorded	Score
A	Monetary Benefits	165
1	Increase in salaries (Promotion)	110
2	Incentives	15
3	Bonus	20
4	Various allowances	20
B	Non monetary Benefits	135
1	Status upgradation (Promotion)	50
2	Job Security & Enrichment	40
3	Congenial Working Conditions	05
4	Recognition of good work	04
5	Love & Affection	07
6	Fair treatment to employees	12
7	Helping attitude by the management	03
8	Fair opportunity of promotion	05
9	Employees' participation in decision making	09





The study observed all the 300 factors been suggested by 150 employees. In the order of preference, increase in salaries by away promotion was the highest scorer to act as key motivational factor. It was well followed by Status up gradation by way of promotion and job satisfaction.

The same imply that the monetary motivational factors play a dominant role for any kind of organisation as money can never be neglected to lose its position from being monetary motivation.

XII. FINDINGS

Moreover, the implementation of various motivational factors in M/s Western Coalfields Limited was observed and study found them suitably implemented and working for the benefits of the employees. Implementation of both monetary and non monetary factors were analyzed and found productively working.

XIII. VERIFICATION OF HYPOTHESIS

The study at this point reiterated the framed hypotheses. The two hypotheses framed in concerned with the study are as follows:

- H1: The various motivational factors implemented in M/s Western Coalfields Limited play a significant role for employees in order to achieve job satisfaction and for the company in the form of increased productivity.
- H2: The motivational factors implemented in M/s Western Coalfields Limited are worth for the employees and needs no improvement. In order to verify the hypotheses the study analyzed the various responses and their scores as assigned by selected scale. The following table help to analyze the number of respondents agreed and disagreed to individual questions alongwith their score as per selected ordinal scale method. The neutral responses received were excluded here:

SN	Questions	Agree	Disagree	Score as per responses
1	Does your job provide an opportunity for personal growth and development?	110	30	140
2	Does your job provide you personal satisfaction and sense of accomplishment?	110	30	150
3	Is your superior (Executive/superior) approachable and understandable?	100	45	100
4	Is there a congenial atmosphere in your organization?	125	25	220
5	Are the wages and bonus you receive commensurate to your job?	120	25	150

6	Do you think there is a need for entertainment and recreation after working hours?	130	15	240
7	Does your job provide security and stability in your life?	140	10	200
8	Are you satisfied with the welfare amenities provided by the organization?	130	20	165
9	Do you think rewards and incentives are necessary to motivate a person at work?	150	00	270
	Total	1015	190	2750
	Average	50.75	9.5	137.5

The net score enabled the study to draw inferences that various motivational factors are successfully implemented in M/s Western Coalfields Limited. The study has kept the qualifying scale as 75 however the actual score for all the responses went upto 87.5. It implied that most of the employees had found satisfactory implementation of motivational factors.

The study found that M/s Western Coalfields Limited provide it employees ample opportunities for personal growth and development. The organisation has satisfactory salary and wage payment system commensurate to their job along with security.

The above stated findings enabled the study to hold true the hypothesis that the various motivational factors implemented in M/s Western Coalfields Limited play a significant role for employees in order to achieve job satisfaction and for the company in the form of increased productivity. Moreover, the motivational factors implemented in M/s Western Coalfields Limited are worth for the employees and needs no improvement.

References

1. C.R. Kothari, Research Methodology, New Age International Publishers (117-145) 9. Dr. B. Janakiram, Training and Development, Biztantra, (98-151)
2. L.M. Prasad, Principles & Practice of Management , Sultan Chand & Company
3. Dr. T.N. Bhagoliwal, Personnel Management and Industrial Relation, Shaitya Bhawan, Agra.
4. <http://www.westerncoal.nic.in/>
5. en.wikipedia.org/wiki/Coal_India_Limited
6. <http://www.coalindia.in/>
7. http://en.wikipedia.org/wiki/Human_factors_and_ergonomics
8. www.google.co.in