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The Effect of Motivation on Employee Performance: A Case Study in Emaar Mgf Land Ltd, Gurgaon

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Abstract: This research aims to analyze the motivational factors, and its impact on employee performance in EMAAR MGF LAND Ltd, Gurgaon which is renowned player in real estate. The objective of the study was to identify the factors of motivation for managerial employees and its effect on employee performance. The variables of employee motivation and employee performance have been found from literature review and secondary data from books and journals. The factors of motivation taken for the study are financial rewards, job enrichment, authority and responsibility, training and development activities, recognition and promotion. The study tries to find out the effect of these factors on the employee performance in EMAAR MGF LAND Ltd, Gurgaon. The research design is descriptive research design and random samplings have been taken for the collection of primary data with the help of structured questionnaire. The number of employees taken for the study is 60 for managerial employees. Data have been analyzed with the help of statistical techniques like frequency distribution, Correlation and Regression Analysis. The results and findings indicated that financial rewards, job enrichment, authority and responsibility, training and development activities, recognition and promotion have positive effect on employee's performance in EMAAR MGF LAND Ltd, Gurgaon. The research suggests that the organization should focus on employee's motivation, which can directly affect the quality of work and overall organizational productivity and effectiveness.

I. INTRODUCTION

Emaar MGF Land Ltd is a pioneer company in real estate in India. The company is into construction of multistory buildings, hotels, commercial complexes malls and other big construction projects. In the current business environment which is highly competitive the role and importance of employees become more crucial. The importance of employee performance is the main root cause of the company's overall performance. The performance of an employee depends upon his skill his education his efforts and most importantly on his level of motivation. Therefore, the companies now focus more on employee's motivation and their growth ensuring the effectiveness of the organization. The employees who are motivated can create the competitive advantage for the company. According to (Omollo, 2015), motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive. This study sought to examine the impact of employee motivation on organizational performance in the Emaar MGF Land Ltd. Data for the study was obtained from the managerial staff of the company. The factors of motivation have been identified and the employee perception on the effect of these motivational factors on employee performance was surveyed. The findings show that the motivation practices were found to have positive and significant impact on employee performance. Where Financial Rewards, Authority and Responsibility and Recognition and Promotion had a stronger effect on the employee performance the effect of job enrichment and Training and development was found to be little less on performance of employees.

II. LITERATURE REVIEW

According to **Mile (2004)**, motivation is a condition which influences the arousal, direction and maintenance of behavior. **Koontz et al. (1990)** opined that motivation of employees is an important inner control tool and should be satisfied in order to attain advantages such as increased employee commitment, increased productivity and efficiency. Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive. When talking in term of employee motivation, it can be simply defined as “Employee motivation is a reflection of the level of energy, commitment, and creativity that a company's workers bring to their jobs.” According to **Koontz et al. (1990)**, employee performance refers to the efficiency and effectiveness of employees in achieving organizational goals and objectives. They further stated that employee performance could be evaluated by considering the level of absenteeism, quality of reports, and the time of reporting for and leaving duty.

Borman, and Motowidlo (1997) defined job performance in the context of task performance as “effectiveness with which job occupants execute their assigned tasks, that realizes the fulfillment of organization’s vision while rewarding organization and individual proportionately.” Organizational performance is a sign of the capacity of a company to efficiently achieve independent goals (Venkatraman & Ramanujam, 1986). One of the elements that is assessable is the employees’ performance through the level of their productivity. Several researches have been introducing various methods to evaluate organisational performance (Wong & Wong, 2007; Prajogo, 2007). This includes the quality, quantity, knowledge or creativity of individual towards the accomplished works that are in accordance with the responsibility during a specified period- in other words. The definition of motivation in relation with employee performance can be simply defined as the factors, elements, or eagerness which urge employee to pursue and accomplish job goals and tasks and be the reason why employee act and behave in a certain way which could be influenced (Heathfield, 2015). Employees perform when they are rewarded and when they exceed the expectation and limits and surpass the target, as a way to motivate them they should be immediately rewarded. The system of rewards in the organisation should be properly designed and implemented to reinforce positive behaviour which will directly impart positivity on the employee’s performance (Njanja, Maina, Kibet, Njagi, 2013). Barton (2002) argues that rewards at job enhance the performance and the productivity level whether it is for the first time or for frequent achievements (Ibrar, Khan, 2015). Bishop (1987) explained that monetary and non-monetary pay has a high impact on employees in any organization and motivate them to reach higher growth and productivity. Attractive Salaries or pays is also a valuable tool and play an important role to increase employee’s performance and also increase the productivity of an organization (MUOGBO, 2013). In other words, employees are likely to put in more effort and energy into the job when incentives are offered for a particular goal and they will consider it as a reward once the goal is accomplished. Many previous researches show a significant impact of incentives on employee motivation and better productivity (Lai, 2009). The program of recognition for keeping employees passionate and maintain high self-esteem is construed as the most contingent factor (Ibrar, Khan, 2015).

Managers and superiors have the ability to make an influence on motivation of employees through acknowledgement and recognition of employee’s efforts and accomplishment. Employers usually pay attention and concentrate more on monetary incentives as a primary solution for employee retention even though that is a short-sighted assumption and employees consider less intangible aspects for the job as important and motivating (Nelson, 1994). Employees desire to feel as they are a part of an organization, and giving importance to them and take them along with the growth story by trying to establish a concrete, transparent communication system. It is equally important to appreciate employees on their achievements and acknowledge their performances. Every organization may not have the financial resources to use it as a motivational tool and hence it is important to seek chances and opportunities to acknowledge and value the employees to ensure their retention and higher productivity (Laliberte, Hewitt, Larson, 2003).

Compensation can be referred as the package of quantifiable rewards received for the efforts put in by the employee and is also known as benefits (Gomez et al, 2012). According to Bowen (2000) compensation is the primary way of motivating

employees to ensure the need of the employee's requirements are met. Compensation is the key driver of motivation as it is a known fact that humans naturally tend to perform better when they perceive something in return will be received for their efforts (MWANGI, 2014). Compensation by any form is considered to be the most extrinsic reward and an attraction to subside the desires for most people. Compensation is the set of rewards that is provided by the organization to their employees in return for performing various tasks and jobs willingly DeNisi & Griffins (2008). According to Nelson & Spitzer (2003), the most significant aspect of any plan of compensation is the existing relationship between reward and performance, and therefore, any organization involves a cost-effective structure of payment structure which will motivate and retain competitive employees (Decenzo et al, 2007).

Responsibility assignment can be characterized as an arrangement of tasks, occupations and capacities that is official or business or relating to any other form of responsibility an individual can genuinely request (Department of Health, 2010). Requests in general are consummately been given reasonably and effectively to transfer obligation and duties energize representatives. It makes them more conceived to do a particular thing which likewise making them assigned on a thing which is vital. Obligation may demonstrate accountability. Katcher and Snyder (2003) articulated development and the effect of training on employees can mostly encourage growth within the workers and the organization in conjunction with each other (Kum, Cowden, Karodia, 2014). Training and development helps in acquiring knowledge base and in application of developed knowledge. It improves individual's performance in terms of personal and organizational level and hence, it is considered as one of the imperatives of human resources management (Tahir, Yousafzai, Jan, Hashim, 2014). Training and development is of dual advantage where individual's thought process is stimulated and in turn effective team work possibility is enhanced and ultimately results in enhancement of leadership qualities as found out by previous researchers and the most important aspect is employees are self-driven to achieve organizational goals (Rowold, 2007; Switzer et al. 2005). In the human resources literature, it is widely recognized that promotion of the worker's motivation leads to a higher quality of human resources in both private and public organization and results in optimum performance (Stella, 2008). The system of the rewards and promotions regarding employee motivation is an important tool that management should consider to direct and channel the employee's motivation on their desired scheme. The purpose of rewards and promotions is to provide a systematic approach for delivering positive consequences and attracts people to join the organization and ultimately be motivated to deliver higher level of performance (Pratheepkanth, 2011).

III. OBJECTIVES

1. To find out the factors of employee motivation which effect employee's performance?
2. To find the relation among motivation factors and employee performance.
3. How far does motivation affect the employee's performance?

IV. RESEARCH METHODOLOGY

The research designed is descriptive in nature. Study has been undertaken in Emmar MGF Land Ltd. Gurgaon which is major player in real estate. Data collection is done on secondary and primary data. Primary data is gathered by developing structured questionnaire. Sampling is Random sampling. A total of 60 respondents, from managerial level have been taken for the study. Structured questionnaire consist questions related to demography, factors of motivation, employee Performance. Employees are asked to give their responses on five-point Likert Scale (1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree). For analyzing the data, percentage analysis and correlation and regression analysis are used.

V. HYPOTHESIS

The hypothesis developed for the study

- ❖ H1. There is a positive and significant correlation between the Job Enrichment practices and employee performance.

- ❖ H2. There is a positive and significant correlation between Financial Rewards and employee Performance.
- ❖ H3. There is a positive and significant correlation between Authority and Responsibility and employee Performance.
- ❖ H4. There is a positive and significant correlation between Training and Development and employee Performance.
- ❖ H5. There is a positive and significant correlation between Recognition and Promotion and employee Performance.

VI. DATA ANALYSIS AND INTERPRETATION

The main findings of the study are discussed under the subheads.

Data presentation, analysis and interpretation

Table 1. Respondent by Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	56	93.33	93.33	93.33
	Female	04	6.66	6.66	100.0
	Total	60	100.0	100.0	

Source: Primary Data: 2020

According to the table the majority of employees in EMAAR MGF are male employees as their no is 93.33% and female employees are 6.66%.

Table 2. Respondent by Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	17	28.33	28.33	28.33
	30-40	34	56.66	56.66	84.99
	40-50	07	11.67	11.67	96.66
	above 50	02	3.33	3.33	100.0
	Total	60	100.0	100.0	

Source: Primary Data: 2020

Findings in table 2 summarizes that the age of respondents, are categorized as 20-30, 30-40, 40-50 and above 50. The employees between the age of 20-30 is 17 i.e. 28.33% and 30-40 are 34 employees i.e. 56.66% and 40-50 07 employees means 11.67 % above 50 02 employees i.e. 3.33 %.

Table 3. Respondent by Educational Level

Educational Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	6	10.0	10.0	10.0
	Bachelor degree	32	53.33	53.33	63.33
	Master holder	8	13.3	13.3	76.30
	Other equivalent	14	23.33	23.33	100.0
	Total	60	100.0	100.0	

Source: Primary Data: 2020

Findings in table 4 summarizes that the level of education and the respondents are categorized by diploma, bachelor degree, master holder and other equivalent. The majority of the respondents were bachelor degree which respondent rate were

32(53.33.0%), the second respondents were master holder which respondent rate were 8(13.3%), the third respondents were diploma which respondent rate were 14(23.33%) and the fourth were other equivalent which respondent rate were 4(6.7%).

Table 4. Descriptive Statistics

S NO	STATEMENT	N	Mean	Std. Deviation
	Financial Reward			
1	Financial reward creates motivation in employees.	60	2.97	1.334
2	Financial reward attract, retain and motivate talented employees	60	2.82	1.319
3	Financial reward effects job performance	60	2.97	1.308
4	There is positive relationship between financial reward and performance	60	2.85	1.232
5	Financial reward can help to create positive competition inside the organization.	60	2.97	1.295
	Job Enrichment			
6	Job enrichment effects skill improvement	60	2.80	1.266
7	Job enrichment motivates.	60	2.83	1.326
8	Job enrichment effects working life	60	2.95	1.287
9	Job enrichment increases skills hence production.	60	2.73	1.317
10	Job enrichment effects the general attitude of the employee	60	3.03	1.327
	Training And Development			
11	Training increases personal growth, responsibility social status	60	2.65	1.434
12	Training Effect job performance	60	2.37	1.347
13	Training and perceived performance of employee is related.	60	2.35	1.379
14	Training makes the company's employees productive	60	2.25	1.323
15	Training creates labor peace, and increase organization's productivity	60	2.50	1.380
	Responsibility And Authority			
16	Responsibility And Authority upgrades level of job performance	60	2.87	1.334
17	Responsibility And Authority instills sense of entrepreneurship	60	2.92	1.319
18	Responsibility And Authority increases the degree of efforts	60	2.87	1.308
19	Responsibility And Authority change the perspective of Employee to Employers	60	2.80	1.232
20	Responsibility And Authority help to achieve work in limited time.	60	2.87	1.295
	Recognition and Promotions			
21	Recognition and promotion create motivation in employees	60	2.80	1.266
22	Recognition and promotion creates sense of commitment in employees	60	2.83	1.326
23	Recognition and promotion help employees put extra effort	60	2.95	1.287
24	Recognition and promotion help employees work harder for self improvement	60	2.73	1.317
25	Recognition and promotion effects job performance	60	3.03	1.327
	Employee Performance			
26	Motivation Effects Employee Performance	60	2.78	1.263
27	Employee Performance Effects Productivity	60	2.88	1.316
28	Employee Performance Effects Employee Development And Organizational Improvement	60	2.92	1.239
29	Employee Performance Improves Personal Development And Organizational Goals	60	2.87	1.346
30	Satisfied Employees Are More Productive Than Others	60	2.83	1.380

According to Findings in table 5 financial rewards is a motivating factor is shown in the mean of (M= 2.97). Job enrichment is a motivating factor too is shown in the mean of (M= 2.80 to 3.03).Effect of training and development shows a mean of 2.50 to 2.65.Whereas the responsibility and authority and recognition and promotion show comparatively higher mean

value of 2.87 and 2.80 – 3.03. The table 5 also talks about the effect of motivation on Employee Performance and its mean is quite high for its factors ranging from 2.78 to 2.92.

Table 5. Correlations Between Factors of Motivation And Employee Performance

		Employee Performance	Job Enrichment	Financial Rewards	Authority and Responsibility	Training and Development	Recognition and Promotion
Employee Performance	Pearson Correlation	1	.401**	.624**	.624**	.566**	.576**
	Sig. (2-tailed)		.001	.000	.000	.000	.000
	N	60	60	60	60	60	60
Job Enrichment	Pearson Correlation	.401**	1	.469**	.469**	.382**	.262*
	Sig. (2-tailed)	.001		.000	.000	.003	.043
	N	60	60	60	60	60	60
Financial Rewards	Pearson Correlation	.624**	.469**	1	1.000**	.425**	.437**
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	60	60	60	60	60	60
Authority and Responsibility	Pearson Correlation	.624**	.469**	1.000**	1	.425**	.437**
	Sig. (2-tailed)	.000	.000	.000		.001	.000
	N	60	60	60	60	60	60
Training and Development	Pearson Correlation	.566**	.382**	.425**	.425**	1	.438**
	Sig. (2-tailed)	.000	.003	.001	.001		.000
	N	60	60	60	60	60	60
Recognition and Promotion	Pearson Correlation	.576**	.262*	.437**	.437**	.438**	1
	Sig. (2-tailed)	.000	.043	.000	.000	.000	
	N	60	60	60	60	60	60

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

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

Table 5 shows the positive correlation between the factors of motivation and employee performance. The factor job enrichment has a positive correlation with employee performance with a value of 0.401, Financial rewards have strong positive correlation with employee performance of value 0.624, Authority And Responsibility have a strong positive correlation with Employee Performance with the value of 0.624 and Training and Development have a correlation value of 0.566 and Recognition and Promotion have a value of 0.576. This shows that financial rewards and Authority and responsibility and Recognition and Rewards have strong effect on Employee Performance in Emmar MGF Ltd.

Table 6. Regression Analysis for Independent Variable Job Enrichment with Dependent Variable Employee Satisfaction

In order to test the research hypothesis a standard liner regression analysis was conducted using employee performance as dependent variable and factors of motivation as independent variables. In this context regression analysis between Job enrichment and employee satisfaction was found.

Table 6.1 Regression Analysis for Independent Variable Job Enrichment with Dependent Variable Employee Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401 ^a	.161	.146	.39419

a. Predictors: (Constant), Job Enrichment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.727	1	1.727	11.115	.001 ^b
	Residual	9.012	58	.155		
	Total	10.739	59			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Enrichment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.087	.279		11.047	.000
	Job Enrichment	.227	.068	.401	3.334	.001

a. Dependent Variable: Employee Performance

It was hypothesized that job enrichment relate positively with employee performance. As presented in Table 6.1 adjusted R- squared was found 0.146. It explained 14 percent of the total variance. The overall p-value of model is <0.001. This shows that Job enrichment has significant effect on employee performance. The regression coefficient of job enrichment is 0.227 with p-value of $p < 0.001$. It shows that a unit changes in job enrichment causes almost 27 % change in employee performance. So the hypothesis that talent management is positively related to employee performance is proved to be true.

Table 6.2. Regression Analysis for Independent Variable Financial Reward with Dependent Variable Employee Satisfaction.**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 ^a	.390	.379	.33616

a. Predictors: (Constant), Financial Rewards

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.185	1	4.185	37.035	.000 ^b
	Residual	6.554	58	.113		
	Total	10.739	59			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Financial Rewards

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.982	.335		5.920	.000
	Financial Rewards	.502	.082	.624	6.086	.000

a. Dependent Variable: Employee Performance

It was hypothesized that Financial Rewards relate positively with Employee Performance. As presented in Table 6.2 adjusted R- squared was found 0.379. It explained 38percent of the total variance. The overall p-value of model is <0.001. This shows that financial rewards have significant effect on employee performance. The regression coefficient of talent management is 0.502 with p-value of $p < 0.001$. It shows that a unit changes in financial reward causes almost 50 % change in employee performance. So the hypothesis that financial reward is positively related to employee performance is proved to be true.

Table6.3. Regression Analysis for Independent Variable Authority and Responsibility with Dependent Variable Employee Satisfaction.**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 ^a	.390	.379	.33616

a. Predictors: (Constant), Authority and Responsibility

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.982	.335		5.920	.000
	Authority and Responsibility	.502	.082	.624	6.086	.000

a. Dependent Variable: Employee Performance

It was hypothesized that authority and responsibility relate positively with employee performance. As presented in Table 6.3 adjusted R- squared was found 0.379. It explained 38percent of the total variance. The overall p-value of model is <0.001. This shows that authority and responsibility have significant effect on employee performance. The regression coefficient of authority and responsibility is 0.502 with p-value of $p < 0.001$. It shows that a unit changes in authority and responsibility causes almost 50 % change in employee performance. So the hypothesis that authority and responsibility is positively related to employee performance is proved to be true

Table6.4. Regression Analysis for Independent Variable Training and Development with Dependent Variable Employee Satisfaction.**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.566 ^a	.320	.308	.35480

a. Predictors: (Constant), Training and Development

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.438	1	3.438	27.313	.000 ^b
	Residual	7.301	58	.126		
	Total	10.739	59			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training and Development

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.374	.315		7.531	.000
	Training and Development	.409	.078	.566	5.226	.000

a. Dependent Variable: Employee Performance

It was hypothesized that training and development relate positively with employee performance. As presented in Table 6.4 adjusted R- squared was found 0.308. It explained 30 percent of the total variance. The overall p-value of model is <0.001. This shows that training and development have significant effect on employee performance. The regression coefficient of training and development is 0.409 with p-value of $p < 0.001$. It shows that a unit changes in training and development causes

almost 40 % change in employee performance. So the hypothesis that training and development is positively related to employee performance is proved to be true.

Table 6.5. Regression Analysis for Independent Variable Recognition and Promotion with Dependent Variable Employee Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576 ^a	.332	.320	.35179

a. Predictors: (Constant), Promotion

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.562	1	3.562	28.780	.000 ^b
	Residual	7.178	58	.124		
	Total	10.739	59			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Promotion

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.800	.413		4.356	.000
	Recognition and Promotion	.551	.103	.576	5.365	.000

a. Dependent Variable: Employee Performance

It was hypothesized that Recognition and Promotion relate positively with employee performance. As presented in Table 6.5 adjusted R- squared was found 0.320. It explained 32 percent of the total variance. The overall p-value of model is <0.001. This shows that Recognition and Promotion have significant effect on employee performance. The regression coefficient of Recognition and Promotion is 0.551 with p-value of $p < 0.001$. It shows that a unit changes in Recognition and Promotion causes almost 55 % change in employee performance. So the hypothesis that Recognition and Promotion is positively related to employee performance is proved to be true.

VII. CONCLUSION AND IMPLICATIONS

The research was to find out the motivation practices impact on employee performance in Emmar MGF Land Ltd. Hypothesis I examine that there is a significant and positive relationship between the Talent management practices and employee satisfaction. The findings show that hypothesis proves true since the motivation practices were found to have positive and significant impact on employee performance. Where Financial Rewards, Authority and Responsibly and Recognition and Promotion had a stronger effect on the employee performance the effect of job enrichment and Training and development was found to be little less on performance of employees . The practical implications of the study include helping the organization identify the motivation factors of employees and degree of effect on the employee performance. The organization can use the data for employee motivation and enhanced Performance.

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