

Effect of employee work motivation on performance and business productivity The study focused on Electricity and Gas organization

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Abstract

This study investigates the connection between workplace performance and business productivity and employee work motivation. It examines the most important and widely used theories of motivation as well as various methods for inspiring employees. Finding a link between employee work motivation, performance, and the impact of performance on business productivity is the main goal. There were issues with the employee's performance and motivation, and the connection between them was discussed recently in the findings and discussions based on the data analysis that was done. This relationship between them was clearly defined in the literature review.

People from seven different operational and technical divisions of the organisation were interviewed in order to gather data. Five individuals from each division have been chosen. Every employee has received a meeting request for an interview lasting no longer than an hour after receiving a phone call informing them of the interview and asking if they would be willing to attend. There have been 35 interviews conducted in total.

Introduction

The organization's top priorities in the twenty-first century have been to boost profits and customer satisfaction. Since their employees are their primary asset, these organizations typically send them to awareness sessions, training, and seminars in order to accomplish the goal.

Employees were merely viewed as a component of the production process for the company. This way of thinking was altered by research known as the Hawthorne Studies, carried out by Elton Mayo between 1924 and 1932. (Dickson, 1973). The study's findings that employees are the primary contributors and affective factors for business production have changed the perception that they are merely assets. Additionally, the study mentioned above discovered that the attitudes and behavior of employees are related and that employees are not only motivated by money (Dickson, 1973).

To define motivation, we can say that it is a factor that is taken into consideration by employees at all levels, from senior to junior levels, as well as by all other employees and members of the organisation. However, it is the manager's responsibility to initiate the motivation process and provide an open forum for employees to share what motivates them. This should be done as part of a plan to achieve organisational objectives using the company's most valuable resource—its employees. Gardener and Lambert (1972) further defined motivation as the process of encouraging workers to perform their duties and reach their objectives through rewards.

However, Steers and Porter (1987) claimed that workplace motivation is a factor that alters employees' work habits and behaviour, and Allscheid & Cellar (1996) claimed that motivation is the only skill necessary to succeed in any job at work. As a result, it is a talent that is necessary for any task or job. Additionally, Anne (1994) explained that the term "motivation" refers to a process that draws, controls, and sustains particular behaviours. She also investigated how each employee has unique needs and desires, which means that each employee has different motivational factors. Based on that, a variety of motivation theories ought to be applied to recognise the requirements of almost every employee.

The study has discussed a number of need and motivation theories to clarify what might influence motivation.

Furthermore, Hislop (2003) defined motivation as a type of force that prods workers to act in a way that results from the satisfaction of personal needs, giving them the inspiration to finish and continue with the task.

Additionally, in our rapidly evolving workplaces and markets, motivated employees are needed and essential. By performing the tasks and work required with their full potential, they will help organisations survive, resulting in more productive workers (Yongsun, Barbara, and Christy, 2002).

The ability to use one's skills and abilities more frequently and the amount of work one can produce will increase one's ability to place the right people in the right positions, which will allow one to focus on the goals and missions of the company (Yongsun, Barbara, and Christy, 2002). Therefore, without motivation, nothing special will ever happen that will enable the organisation to achieve high levels of performance, productivity, and, ultimately, profit.

Research Aim and Objectives

Understanding the relationship between employee work motivation and performance is the main goal of this study. The study also examines the principal theories and methods of motivation that are frequently applied and adopted. The organization will be able to choose the best motivational strategy by being aware of these approaches. The following goals should be attained in order to accomplish this:

1. Examine the reasons for employee motivation.
2. Research the popular theories and methods of motivation.
3. Consider how different motivational strategies affect employees' performance at work and how that affects the productivity of the company.
4. Examine the impact of current employee motivation strategies in the oil and gas industry on employee performance.

Problem Statement

One of the most important and fundamental industries in any nation is the electricity and gas industries. Our daily lives are significantly impacted by electricity and natural gas. They provide the majority of the nation's energy. Since the public is their primary clientele and a source of tax revenue and profit for the government, these organisations should use all of their resources to develop as much as they can with high quality and minimal risk in order to meet the growing demand for gas.

Employee motivation and satisfaction are essential if high quality, rapid production, and zero risk are to be achieved and maintained.

The Electricity and Gas Company, on which the study is centred, is in charge of motivating employees at all levels of the organisation. They conduct surveys, analyse the results, and develop solutions and actions in response to the survey questions. But regrettably, it is not a successful process, and frequently, they do not receive the desired results.

They began offering bonuses, salary increases, gift cards, and other financial incentives after coming to the conclusion that money serves as the primary motivator for all employees. However, they weren't able to get the desired results from their workers or customers. According to the survey analysis, only about 35% of employees were pleased with their bonuses and pay raises, but the majority weren't.

Some organisations for electricity and gas simply conduct the survey once a year, analyse the results, and then stop. They are ignorant of the significance of employee motivation and how it will impact performance.

Therefore, this study will look at the most popular theories and methods of motivation and how they affect employee performance and business productivity.

Literature Review:

Popular motivation theories and approaches are reviewed in the literature review chapter. A literature review on the effects of various motivational strategies on employee performance and business productivity will also be looked at.

The purpose of the literature review is to describe what is currently known about the subject, the results of previous studies, and how the research's goal was attained.

Methodology:

The use of specific techniques and tools for data collection and analysis is referred to as methodology (Daniel Chandler, 1998). This part will outline the method and apparatus that were employed to carry out the study's goals. First, based on the completed literature review, interview questions were created. Second, seven divisions total, with five employees from each division selected for an interview. Then distribution and collection methods were announced.

Analysis:

To achieve the objectives and the aim of the research, interview questions were designed based on the research questions and literature review. With coordination of the organizations' CE division, interview questions were prepared. CE division was involved because they usually do the interviews for employees and they are responsible for these activities in the company. 3.6 Sample The target audience and the participants of this study where from five critical divisions from the organization. Interview has been conducted for 35 employees, where 5 employees from one division (7 divisions).

A phone call and email has been sent to the interviewee asking for his interest and time for the interview. After getting the confirmation and approval to conduct the interview with him/her, a meeting request has been sent to him/her with details like the location and time it requires for the interview. The interview process was one by one, so every time just one employee has been interviewed. Total number of interviews planned was 35 but 32 of them were successful and conducted as required.

Table-3:

Division	TARGET	RECEIVED
Information	5	5
Technology	5	4
OPP (Major Projects)	5	5
Finance Human Resources	5	5
Commercial	5	5
General Services	5	4
HSE	5	4
TOTAL	35	32

Table-3: The divisions and number of employees interviewed.

Data Analysis

Interview questions consist of four parts. The first part is about the salary and wages employees in the organization get. The points below this part were there to check how much employees are satisfied with the allowances they are getting and what kind of incentives motivates them the most. The second part was about assigning new roles to employees and the questions were examining if they are getting the support from their management regarding assigning new

responsibilities and roles to them or no. also, examining if there are encouraged to take new responsibilities and how this will affect their motivation and satisfaction. The third part was about appreciation where the question aims to get the employees answers regarding if their work is recognized and appreciated from their management. The last part was about recognition. The questions were pointing to if the employees feels that their work is recognized and in which way and also if the work recognition affects their motivation or no.

❖ **Why to motivate employees:**

The performance of any organization and its continuity depends on its key assets, employees, as well as the capabilities of the managers to be able to create a motivating environment for their people. On the other hand, it is a challenge for managers to keep their people and employees motivated and satisfied. Thus why every manager has to be aware of the needs and requirements of their employee and what they are looking for.

The main objective and concern of most organizations are to make benefit from people who are feeling positively toward the work and motivate unsatisfied employees to end up with a win-win situation for both the company and workers.

Urichuck (2002) stated that motivated employees will increase the capability of the organization to achieve its mission, goals, and objectives. It will also engage all to build a strong organizational culture. Also, motivated employees will feel a strategic partnership with the organization and their commitment and loyalty will increase daily (Anne, 1994). Also, Buttner and Moore (1997), based on their research about “Happy Employees Make Productive Employees” found that when employee attitudes improved by 5%, customer satisfaction jumped by 1.3%, and revenue increased by 5%. So, motivated employees usually produce more than others, and hence customer satisfaction increases.

Motivated employees can impact a company’s bottom line and make the workplace somewhere employees look forward to interacting with instead of just a place to “pick up a paycheck” (Nandanwar, Sunnis, Nandanwar 2010). Furthermore, A well-motivated organization for sure will have more motivated employees and hence they will be more productive and this will lead to extreme cost savings (Urichuck, 2002). In addition, satisfied employees positively impact corporate culture, resulting in many intangible but equally important returns (Yongsun, Barbara, Christy, 2002). They also see that people, who were motivated by sending them to foreign countries to live and work, are seen as a valuable resource as they give more than usual when they return.

On the other hand, Deci and Ryan (1985), definite that an organization whose employees have low motivation is completely vulnerable to both internal and external challenges because its employees are not going the extra mile to maintain the organization's stability. An unstable organization ultimately underperforms.

Firms need to motivate their people and keep them motivated to obtain productivity gains and insure their competitiveness. Sometimes people who are given responsibilities feel motivated and do their best and work hard accordingly (Ludivine, 2011).

Mansoor (2008) also sees that motivation is about creating an environment where employees will be motivated and hence work with their full effort. So, organizations should motivate their employees to enhance competitive advantages and reach the firm's vision and mission (Philip, Yu-Fang, Liang-Chih, 2007).

Researchers have recommended that employees' commitment to their organizations will enhance their satisfaction and which will benefit the firm (Morris & Sherma, 1981). Moreover, researchers have stressed that satisfied and encouraged employees are crucial to the organization's effectiveness (Rachel, Yee, Yeung, Edwin, 2010). Also, business and company succession depends on motivated employees; they can make all the difference in the company's ability not to just survive but also to succeed (Hislop, 2003).

Although some experts argue that companies who spend money on motivating their employees is waste of money but most of them agreed that the wasted money is achieved in a very short time by the motivated employees (Khod the competitive advantage that the organization seeks and better employee performance helps the organization achieve higher productivity).

Jonathan, Christine, and Yvonne (2002) identified that greater motivation will have a direct effect on improving productivity through greater effort and possibly innovation. They also stated that motivation leads to a product with a high performing employee who does the best at work, saves time and effort, and also volunteers to do more than what is required. Such employees will be a great resource to the business and a great model to be followed by others.

"If employees are motivated and happy they will do the work to the best of their ability instead of just doing it because they have to" (Ryan, & Deci, 2000).

Nov 2003). In addition, performers and experienced employees are actually who produce the results of the business and they are the backbone of any company and the reason for the business growth and gain (Meyer, Becker, Vandenberghe, 2004).

According to Jonathan, Christine, and Yvonne (2002), motivated people and their commitment are vital to the productivity of the work as they will perform with their full potential and with high quality, Michael and Crispin (2009) stated that having a motivated workforce provides

Conclusions and Recommendations:

The last part presents the conclusion part is the detailed answer to each research question and presents shortcomings in the research and future areas. Then, recommendations are based on the literature review and the analysis of the interviews. The recommendation section documents the significant findings of the study by adding light on employee performance and business productivity.

Applying the recommended solution in the organization will lead it toward highly motivated people and employees with a high rate of performance and hence enhance business

performance and productivity. Moreover, those recommendations are widely investigated in the literature review as good practices to achieve the highly motivated and performance employees. Not only motivated people will enhance the business productivity, but also employees will be more innovative and creative which might find other beneficial ways of doing the work with considering cost saving and high quality. However, implementing the motivation approach in the organization is a high positive output process, it has to be done with high concentration and care from the decision makers. It also needs to be done with a high priority task and awareness should be there for employees.