



Organizational Behaviour

Elixir Org. Behaviour 112 (2017) 48900-48902

Elixir
ISSN: 2229-712X

Relation between Employee Motivation and Productivity in Retail Companies of Bangalore

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ARTICLE INFO

Article history:

Received: 19 September 2017;

Received in revised form:
24 October 2017;

Accepted: 4 November 2017;

Keywords

Retail employees,
Employee motivation,
Productivity.

ABSTRACT

The Retail employees are driven by the same universal motivational theories. Though their life style and the aspirations in economic terms are different in the Indian society, their behaviour towards the motivational stimuli are almost the same as employees of other industry. When we apply Maslow's need hierarchy and check where the preference of the Retail employees lay. They are concentrated as social and elite needs as the lower physiological and basic needs are taken care of easily given their economic stand in the society. Work is an important event, a fact that is inevitable in the life of an individual whatever form, it is done; it is an activities and source of satisfaction ones needs. Employee try to find satisfaction in what they do and as a result the manager should be able to understand the problems faced by his workers and find a way of satisfying their needs and aspiration The general assumption is that an adequately motivated worker will in turn give in his or her best towards the attainment of a general consensus. The observations of the present study corroborate the fact that, there is a strong positive relationship between employee motivation and His/her productivity. 98% of the employees responded that they will get motivated by their working environment. The kind of monitoring they have from their managers, the compensation what they get from the company is also important motivator to retain them. Over 90% of the employees say that quality of their working environment motivates them to work with enthusiasm, working culture, behaviour and attitude about their work. Based on the above respondents response we can say that there is a relation between employee motivation and his/her productivity.

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Introduction

1.Social behaviour and Retail employees: As explained earlier, the Retail employees were treated as "Cream layer" of the society and were highly in demand for alliances and the whole society aspired that their off springs get into Retail industry. The formal education during late 90's also started offering wide variety of courses around Information technology and engineering colleges started charging premium for IT related curriculum. That was the time when training institutes like NIIT, Aptec etc. were established to take the IT education to non-engineering students and became biggest training institutions in India.

2.Leadership styles in Retail industries: According to Hofstede (1996) "power distance" is the degree in which the less powerful members of an organization accept that power is distributed unequally. "In the normal life, power distance means the way people are equal or unequal for example at work, school or in the family based on factors such as status or age. (Nunez et al. 2009, 48.) As per this theory and based on the empirical study by many prominent anthropologists, the leadership style or the "influence groups" adopt different leadership styles/motivational techniques based on the value systems, social structure and the power parity. The Retail industry in India hires mainly skilled and hi-skilled personnel and they require more of the democratic style of leadership where inclusion and high-degree of delegation and dilution of responsibility are commonly observed.

It is also observed that due to social status the Retail employees enjoy, they do not take part in any of the labour and trade unions due to the social perception that those are meant for lower labour class. Work is an important event, a fact that is inevitable in the life of an individual whatever form, it is done; it is an activities and source of satisfaction ones needs. Employee try to find satisfaction in what they do and as a result the manager should be able to understand the problems faced by his workers and find a way of satisfying their needs and aspiration The general assumption is that an adequately motivated worker will in turn give in his or her best towards the attainment of a general consensus. The observations of the present study corroborate the fact that, there is a strong positive relationship between employee motivation and His/her productivity. 98% of the employees responded that they will get motivated by their working environment. The kind of monitoring they have from their managers, the compensation what they get from the company is also important motivator to retain them. Over 90% of the employees say that quality of their working environment motivates them to work with enthusiasm, working culture, behaviour and attitude about their work. Based on the above respondents response we can say that there is a relation between employee motivation and his/her productivity. Work is an main priority to every individual, a fact that is inevitable in the life of an individual whatever form, it is done; it is an activities and source of satisfaction ones needs.

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Employee try to find satisfaction in what they do and as a result the manager should be able to understand the problems faced by his workers and find a way of satisfying their needs and aspiration. The general assumption is that an adequately motivated worker will in turn give in his or her best towards the attainment of a general consensus. Consequently when a worker is motivated the question of poor performance and inefficiency will be forgotten issue in an organization. Manager who are successful in motivating employees are made often providing an environment in which appropriate or adequate goals called incentive are made available for the needed satisfaction of the employee. A good number of workers are adequately paid in their jobs so as to work hard and maintain a high standard of productivity while some even work hard but do not receive much material gains to show for it. The issue under consideration is how a worker in an organisation with a particular set of does needs achieve the reward he desires? Generally management do withhold rewards to motivate employee to achieve high performance or productivity. Today manager cannot rely solely on the manipulation of pay, benefit or working conditions to encourage workers to perform effectively and efficiency. Rather manager in organisation has top shoulder the responsibility by developing a work environment that makes use of the enormous energy that is within every person. Simply put it is the duty of the manager to create and develop an effective environment in which employee will be motivated to become productive members of the organisation by striving for what will bring them reward. Campbell and Richard (1980) came up with the following assumption about human behaviour. (1) All human behaviour has a course, which can be traced to the effect of the environment. (2) The root of human behaviour is also traceable to needs wants and motives. (3) Human behaviour is goal seeking people would release their effort in the direction they believe will help to satisfy their personal needs. This chapter shall attempt to look at how the subject of motivation has evolved over the years and some known literature that have been written and that have relevance to the subject. An attempt will also be made to find out any knowledge gap that exists in current literature on the subject and how this research can bridge some of this gap. Review of literature helps the researchers to organize the research on proper lines and bring about refinement in the study. The research work carried out by various researchers as related to the problem under study has been reviewed here below.

Halle (1999) noted that business coaching has a number of significant purposes in the organisation, particularly in relation to transformation and enhancement. For instance, this technique helps in motivating the employees, especially when problems or issues arise. Through business coaches, the essence of teamwork is emphasised. Moreover, by providing polite criticisms to the employees, they are able to realise their weak points, resulting to developed and more efficient workers. The ability of business coaches to guide the employees also helps in bringing about transformation in their working skills and performance; this transformation occurs as business coaches stimulate the workers to search for new skills and methods that would help them cope with various business challenges. Business coaches also help in identifying the strong points of the workers and assist in enhancing them further. Business coaching is also related to the enhancement factor as it utilises the concept of constant evaluation. By monitoring both the strengths and weaknesses of the

employees, business coaches are able to send in the right feedbacks to each employee, which would allow for continuous enhancement in their skills and work attitudes (Halle, 1999). Previous Research Identified that positive culture can contribute to strong employee motivation (Goleman, 2000: Hay group (2000)), productivity (et al, 1973) Empowerment Job satisfaction and commitment (laschinger, 2001) strong driver for bottom level performance (stringer, 2002).

Present survey is based on the empirical survey in the Bangalore industrial area regarding employee motivation concerned to their productivity in Retail industries. In the present study four Companies were randomly selected from four Industrial are and samples were taken as follows

Retail companies

Future life style Fashions ltd

Future Retail ltd

Research Methodology

The study has been conducted across the companies as mentioned above. We have conducted in-depth interviews across different levels and functional departments of the organizations, real-life observation techniques were also used in selective cases. From the individual contributor to the key decision makers and from the production department to Human Resource departments. We used the Interview Schedule to anchor our discussions and get the details on all the relevant and required data. This data so collected was then tabulated and based on the tabulated results, the conclusions were drawn.

Internal performance appraisals and specific case studies by the internal HR departments were also taken into account while measuring the motivational level and the productivity of the employees.

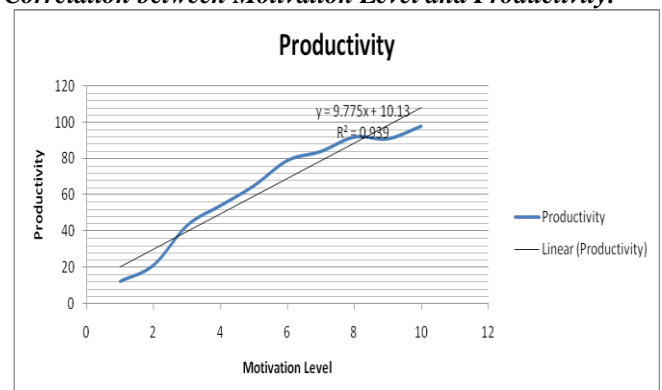
Data analysis

Data collected from the primary & secondary sources and have been compiled and processed and the same have been presented to motivate employees.

Conclusions

The observations of the present study corroborate the fact that, there is a strong positive relationship between employee motivation and His/her productivity. 98% of the employees responded that they will get motivated by their working environment. The kind of monitoring they have from their managers, the compensation what they get from the company is also important motivator to retain them. Over 90% of the employees say that quality of their working environment motivate them to work with enthusiasm, working culture, behaviour and attitude about their work. Based on the above respondents response we can say that there is a relation between employee motivation and his/her productivity.

Correlation between Motivation Level and Productivity:



As we can observe there is a strong correlation between the employee motivation level and the productivity. The higher the motivation level, higher will be the quality of the output as well as the quantity of the output.

Motivation and employee longevity:

While interviewing the line supervisors and managers, we came to know that the higher the motivation level, higher the longevity of the employee's stint with the company thus lesser cost of employee maintenance and replacements. It was told and agreed by many of the supervisory level respondents that there is a linear relationship between the employees' willingness to continue with the organization and his/her motivation level. Lower the motivation level, higher the risk of employee's separation and vice versa.

Employee Motivation Level and Cost of Maintenance

It is also observed during our analysis that the "Maintenance cost" of a motivated employee is far lesser than that of the de-motivated employee. The cost has an inverse relationship with the motivation level. Companies spend a lot of money and efforts to motivate the employees from monetary perks and psychological inducements to keep the employees motivated. These involve costs in terms of dollar values and time and efforts. Thus higher the employees' motivation level lower will be the cost of maintenance.

Motivational Influence

In the organizational behaviour, we observe that the motivation levels are highly contagious and one rotten apple spoils the whole lot. The opposite holds good as well. When the key player or the informal leader of the group is highly

motivated, the others in the group will be positively influenced and vice versa. This is also directly related to the cost of maintenance.

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