

Shaping Employee Oriented Human Resource Policies Through Analyzing Motivational Needs

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Abstract:

Managing Human resources is not uncommon, but what variables and factors may be really motivating an employee at workplace may be an area of interest for researchers. We have tried to explore the items which play key role in determining HR policies. With intensive literature review, researchers have laid down foundation to the conceptual and theoretical aspect of motivation and human resource management. They enlisted some variables for effective motivational techniques and sorted them in two factors, one determines human resource policies in an organization and other one determines the variables related to motivation status of the employees.

The objectives of the research paper are to find out the key variables/items for effective motivational techniques to determine human resource policies and to find out whether motivational techniques may help the managers to lay down employee oriented policies. The researchers have collected the data by random sampling technique in academic sector and scaled their responses on the 5 point Likert Scale. The data thereafter has been analyzed with the reduction of factor analysis by SPSS-12.0 Version.

Key words: Employee oriented policies, effective motivation techniques, HR policies, Likert Scale

1. Overview:

Clayton Alderfer(1972) laid down his ERG empirical research which postulates a pragmatic approach in three level of needs – Existence, Related and Growth. *Later on David C. McClelland (1996)* Propounded Achievement and motivation theory which was based on achievement, Affiliation and power needs. Human resources and other tangible assets are different in nature. Management requires special skills to procure, retain and manage them. If management wants result oriented employees, then different motivational techniques are required and has to be implemented as per individual needs. The motivational needs of different employees, groups and level actually differ in one or another way. Motivation is inner urge of getting involved in the process and activities at work willingly. Sometimes some external stimulus also helps in rising the motivation, but inner urge is utmost important to participate in the work. You may be involved but the question is getting involved actively and improving the level of performance. Management may be apprehensive of what the employee is saying but it believes in what an employee is doing. Many times the management thinks that only motivational forces are key indicator for the performance. Every employee is unique in one or other way so as his perception. Although workers have different mindset hence should be treated in accordance. Triggering motivation is an art and a manager has to understand it in a customized way. Performance is not only appraised but also recognized. We come across many employees whose mentality is to perform their duties only to survive in organization and don't bother for long run results, such employees are merely working at subsistence level. There is another category of employees who are result oriented and work with the philosophy that organization and they are an integrated unit, hence they assume organizational citizenship. Work for them is to be carried for organization repute and assigned task is their fundamental duty. Interesting question is: what makes them differentiated? Is it only their philosophy or something else? We know motivation level is one of the key performance indicators. But how it is being implemented among the various groups or levels of employee is really interesting to note! We assume that management is indifferent of motivation tools for various groups, thus believe to practice uniform motivation tools. Whether some of the employees are self guarded and motivated or a group of employees require external motivation? Here the researchers focus on human resource policies and find out how motivated employee feels? Does performance is only a function of motivation or some other variables also affect performance level.

2. Performance and Motivation

Laymen W. Porter and Edward W. Lawler(1968), based on Vroom's expectancy model, observed that performance leads to satisfaction. In the present research we suggest the job performance function. It defines the variables of an employee on the work place/ work station. Mathematically job performance is the function of employee's abilities such as experience, knowledge base, training, thirst of acquiring new knowledge, etc. and the Motivation level and Technical soundness. It is highly subject based and varies from individual motivational demand. In new degrees it may be said that the managers/supervisors need to be highly customized and specific while delivering motivational packages to their subordinates. At this phase the researchers want to confine themselves towards the motivation level, which is one of the variables for the job performance.

$$J_p = f(A, M, T)$$

Where,

J_p = Job Performance

f = Job performance function

A = Ability of an employee

M = Motivation Level

T = Technical expertise of an employee

Ability and technical expertise in turn depends on education, experience and training and its improvement is a gradual process. On the other hand performance level can be improved through motivation, keeping other factors constant. As a supervisor you may opt for many motivational techniques and raise inner urge to perform on set standards. Although there are many theories on motivation but with the time you observe they are becoming outdated or ineffective or may not be suitable for your requirements. In the present paper researchers have suggested eleven techniques/ strategies for motivation in combination to preexisting one. Reinforcement, Encouraging organizational citizenship, Customized motivation, reducing gap between new and old employees, Evaluating and fairly weighing the experience and qualification, Equal weightage and treatment to all departments, treating every employee fairly (Unbiased), Ensuring hygienic factors, Transparency, Restructuring jobs, Performance appraisal (360 degrees).

Aforesaid tools/techniques may vary from organization to organization and workplace situation. Essentially, there is a motivational gap between an employee's actual level and desired state which the employee may be feeling but may not be reflecting. Here manager should try to reduce existing gap and raise motivation level. There is a need for customization and effective motivation tool which in turn has to be explored at corporate level, ensuring balance between productivity and motivational requirements. Now we try to analyze whether money or work or status motivates the employees or it is some other factor. What makes the employee motivated to work hard? Is it money? Is it social recognition or status? Till date, there is no clear consensus among the researchers about what exactly motivates an employee. We have learnt many tenets and schools for motivation theories and still the subject matter creates big confusion. We can easily see the difference in approach for motivation / de-motivation for new employees for unexplained reasons. There are many motivation theories but the subject matter is poorly understood and practiced. Human nature can be very simple, yet very complex to understand. An understanding and appreciation of human nature is a prerequisite to effective employee motivation at workplace.

3. Literature review: Critical evaluation of Motivation theories

Frederick W. Taylor (1856-1917) observed that propensity of management and workforce is inter-dependent and **H.A Murray (1938)** discussed about Manifest Needs theory, which is a multivariate approach to the structure of needs. However **Rensis Likert and D. Katz (1948)** describe how the various management styles in an organization can effect the groups in an organization. Whereas **W.F. Whyte's Money Motivation theory (1955)** suggests that people are motivated primarily by the desire to make money and earn wealth. Also **C. Argyris Maturity –Immaturity theory (1957)** relates motivation to an environment which serves the needs of organization and member of organization. **R.W. White (1959)** came up with competence motive theory relates motivation to the desire of the employee for mastery over physical and social environment. Later on **Maslow theory (1908-70)** conceptualizes motivation in excellent way and lays down a concept regarding a person's progressive mind set and discusses how a person can be motivated through different level of progression. Motivation theories conceptualized through **Maslow Hierarchy** of four stages of motivation which starts from Basic needs and end with the

self actualization phases of the person. Again it suffers from the critic that the motivation stages are subjective in nature and differs individual to individual. Secondly, it is not necessary that most of the individuals pass through all predefined stages of motivation. For example, self actualization is quite uncommon in observation. Meanwhile **Douglas McGregor** in his book, "*The Human Side of Enterprise*" (1960), writes about theory X and Theory Y. He grouped employee's behavior in two categories, the one who needs external motivation and don't love work, their attitude is negative and they seeks control, indifferent towards their work, theory "X" explains their behavior. Theory "Y" explains that some of the employees at the work place are self motivated and workaholic. The worker acquires his perception, attitudes, opinions, goals and ideals, which is parameter for his performance. Now the manager has to estimate the potential in employee and find out whether theory X or theory Y is applicable in a specified employee. **Frederick Herzberg (1959)** another social scientist has propounded Two- Factor Hygiene theory of motivation. He critically evaluated X and Y theory and came up with two factors for gaining motivation among employees. He also comments on human relations. Two factors were- Hygiene or maintenance factor and Motivation factor. Hygienic factors explain the company's overall approach towards the employees and other working conditions. Nevertheless it is immaterial to say that hygienic factors not only increase productivity in general but also maintains proper work culture and good working conditions. The hygiene factors include - Company philosophy- Mission, Goal and objectives, Company policies and administration, Supervision Type, Working conditions, Interpersonal relations, Salaries of employees, Status of an employee, Job Security. **Motivation factors** involve what people actually do at the work station and job. The motivators are Achievement, Advancement, Responsibility, Recognition, Growth / advancement, Job Content or work itself. Later on **Richards Hackman and Greg Oldham (1975)** developed a job characteristic model on Herzberg Two factor theory of Motivation. Among advanced theories of motivation, **Harold Kelley** advocated theory of Attribution and Locus of control while **Julian Rotter (1996)** developed a 23 item scale for the measurement of locus of control named as internal-external (I-E) scale. Motivation is an inner urge of an employee to contribute towards the common goal. He wants to achieve, demonstrate, grow and show reasonable interest in the job. If the employee is provided with hygienic factors he wants to grow up with the organization and finally becomes a good organization citizen. **Rao's (1970)** study conducted on banking sector with two factor theory. **Padaki and Dolke's (1970)**, on job –attitude of supervisor (based on Herzberg two factor theory) has found lack of recognition, unfavorable superior –subordinate relationship, lack of technically-competent supervision, unfavorable organizational policies and administration. **Narain (1971)** on public sector managers has ranked eight factors in regard of motivation and hygiene factors. **Sharma (1981)** researched in manufacturing sector on supervisor in public and private sector.

Research Gap: Researchers could not find a study on motivation and human resource policies in academic sector. This sector surprisingly suffers from human resource policies and lack of motivation among faculty members, the building block of nation; hence they decided to conduct a research on academic sector. This study may contribute in motivational tools across the sector and shaping faculty oriented policies.

4. Research Methodology:

The present research has been conducted through the exploratory research as the researchers were not very sure of what research output will be. They had a vague idea of the different variables and their impact on the motivation of the employees. Although with the help of the literature review and its critical appraisal they have listed few variables but also added new variables to find out the effect on the motivation level of the employees. The researchers have conducted the research in academic sector, they were unsure of the effects of these variables on the employees' motivation.

- a) **Data Collection:** The primary data was collected through employees with the help of questionnaire. The data was collected through simple random sampling. The questionnaire consisted of two factors and several variables related to HR practices at workplace and motivational experience of employees. These responses were measured on 5 point likert scale.
- b) **Sampling** method used in the present study was probability method. In this method every item in the universe had a known chance of being included in the sample. Thus selection process is random. The sample size for the research was taken to be **100 employees** only. Pre testing of the

questionnaire was done on the 25 employees and the reliability (Cronbach's alpha = 0.613), hence the research was conducted to next level.

c) Objectives of the research paper:

- 1) To find out the key variables/ items for effective motivational techniques to determine human resource policies.
- 2) To find out whether motivational techniques help the managers to lay down employee oriented policies.

d) Hypothesis:

- 1) Employee's performance is unaffected by incentive plans and other benefits.

Assumptions:

- a) Employees are self motivated and theory X is applicable.
- b) Employees may have great fear of job loss.
- c) Employee think assigned targets are unachievable.

5. Data Analysis:

The data collected herein has been analyzed through the usage of SPSS 12.0 version. The researchers have analyzed the data by factor reduction method through factor analysis. Broadly they have taken two factors for the study

Factor: 1 Human Resource practices were studied in academic sector specifically in management and engineering institution of (Mathura) India and they have taken **five variables**, where rated on the **5 point Likert Scale**. We are enlisting these items here for the better understanding of the research methodology.

- b. HR policies are up to the mark
- c. HR Practices are really Motivating
- d. Incentives provided by organization is an indicator of employee's performance
- e. Incentives and other benefits influences employee's performance
- f. Great growth opportunity lies in the organization

Factor: 2 Motivational experiences in the institutions: This factor included **nine variables** and these items were rated on **5 point likert scale** which resulted into attitudinal measurement of the employees in the institutes.

- a. Reasonable periodical increase in salary
- b. Job security exist in the institute
- c. Good relationship with co-workers
- d. Ineffective and biased performance appraisal system
- e. Effective promotional opportunities in the organization
- f. Good safety measures (Transportation)
- g. Employees participation in decision making process of the organization
- h. Support from the co-worker is helpful to get motivated
- i. Academic sector recognize and acknowledge your work

Internal reliability & consistency Statistics

The Cronbach's Alpha value is 0.613 which indicates that the internal reliability & consistency of the data is high of the social sciences. Therefore the researchers are reducing the variables through factor reduction and the data have been extracted through principal component analysis. Thereafter these components were rotated by Varimax rotation method.

6. Interpretations:

- I. Human resource practices were explained by only two components viz. incentives provided by organization is an indicator of performance (0.993) & , HR Practices are really Motivating (Eigen value 0.93) which in cumulative explains (80.736) variability.
- II. Analysis suggests that employee's performance is affected by the incentives and other benefits (0.399); therefore our **first null hypothesis gets rejected**.
- III. Motivational experiences in the academic sector (Factor -2) were explained by only three components. The total variability explained by these three components was 97.288% (cumulative

percentage). Reasonable and periodical increments (0.999), Job security exist in the sector (0.993), ineffective and bias performance system (0.924). As the data do not support rest of the components, we have decided to drop them. Rest of the components viz. Effective promotional opportunities in the organization, Good safety measures (Transportation), Employees participation in decision making process of the company, Support from the co-worker is helpful to get motivated, Academic sector recognize and acknowledge your work, good relationship with the workers were dropped.

7. Conclusions and Discussions

The research paper concludes that human resource policies in academic institutions should focus on employees. Ineffective and biased performance system is hazardous for sustainable development. Most of the important components dropped merely data did not supported, but from our approach may play a key role while formulating human resource policies. We do not claim the macro perspective but at micro level the findings were not encouraging. Reasonable periodical increments may have occurred because of government regulations, particularly increase in daily allowances on half yearly basis. Even though employees responded favorably for human resource policies and said it is motivating and performance indicating. In our opinion all the components under factor 1 and factor 2 were important for policy formulation as we have reviewed literature and observation. In academic institutions these are lacking. The management shall take care of these components for effective human resource policy.

While concluding we say human resource policy should observe radical changes in their approaches and include more motivating components.

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