

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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A STUDY OF MOTIVATIONAL FACTORS FOR THE EMPLOYEES OF A POULTRY INDUSTRY

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ABSTRACT

The study aims at bringing out the factors which motivate the managerial and office level employees of the service industry, which is a poultry firm. The study was conducted by means of a questionnaire covering twenty-five motivational factors and fringe and benefits present and expected from the firm. Samples were obtained from one hundred one employees and the sampling method adopted is proportionate stratified random sampling. The study has thus successfully brought out the motivational factors already prevalent in the firm and the factors which would motivate the two categories of employees further.

KEYWORDS

motivation, poultry industry.

INTRODUCTION**MOTIVATION**

The term 'motivation' was originally derived from the Latin word 'movere' which means to move (Straub, 1999). However, this one word is obviously an inadequate definition for our purposes here. Hence, motivation can be defined as the process that accounts for an individual's intensity, direction and persistence of effort toward attaining a goal (Robbins, 2002).

Motivation is the key to organizational effectiveness. Managers in general have to get the work done through others. These 'others' are human assets or resources. Human resources are the total knowledge, skill, talents and creative abilities motivating means stimulating all the above assets for the best possible use for accomplishing the organizational objectives (Nirmal, 2001).

Significance of motivation:

The importance of motivation is heightened by the fact that every human being from childhood craves for motivation. Just take the case of a child making its first step. When his loved one stretches out the hand he is motivated to take small steps to reach the target. Thus knowingly or unknowingly motivation has been playing a significant role in our lives over the years (Richard and Lyman, 1979).

The basic definition of a manager is a person who gets things done through others. But for the success of modern business, this definition has to be modified to, "a person who gets things done through others by maintaining their satisfaction level. This is indeed a very difficult task and here comes the role of motivation. (Thad, 2001)

MOTIVATIONAL FACTORS

This brings us to the question as to what are motivational factors. Several theories have been formed over the years to indicate these factors. But the factors vary to some extent from one organization to another. In this study the researcher has tried to collect data from the three categories of employees – managers and office staff to see what motivates each category. This was done by considering around twenty-five motivational factors described in a questionnaire having about 150 questions.

NEED FOR THE STUDY

Through several theories of motivation have originated over the years, difficulty arises with the fact that motivational factors vary from organization to organization and among individuals. This it was essential to conduct the study and to find what motivates the three categories of employees in the organization.

RELEVANCE OF THE STUDY IN THE POULTRY FIRM

The study was conducted in a leading poultry firm based in Madhya Pradesh having around one hundred twenty branches all over India. It is a vast expanding and diversifying organization with around three thousand employees. In this scenario the role of human resource is very much improving in the organization. Due to the throat-cut and fierce competition and wide range of opportunities available, the employees are looking for better openings and thus the relevance of finding the existing motivation level in the organization and also finding the factors which should further motivate the employees.

SCOPE OF THE STUDY

Pertaining to certain factors which can be specific to the organization, the rest could be generalized. Thus the findings of the study could be generalized to get a whole view of the motivational aspect pertaining to the employees in any organization, especially in the managerial and office staff levels.

OBJECTIVES OF THE STUDY

To find the various factors motivating the managerial and office staff and worker levels of employees in the organization.

MOTIVATIONAL FACTORS

Twenty factors have been considered in the questionnaire along with sub-factors to bring out the motivational aspects of the employees. These factors are:

1. Training and Development;
2. Learning opportunities;
3. Team work;
4. Compensation;
5. Growth;
6. Goal;
7. Recognition for good work done;
8. Rewards;
9. Job security and welfare;
10. Change;
11. Relational;
12. Team Work;
13. Work;
14. Feed Back

- 15. Company policy and Administration
- 16. Fringes and Benefits;
- 17. Opportunity for promotion;
- 18. Comfortable working conditions
- 19. Good Supervision
- 20. Personal growth and Development

METHODOLOGY

The sampling method adopted is proportionate stratified random sampling where data was obtained from 25% of the total managers (31), and office staff (70) adding to a total of one hundred one employees. The questionnaire followed the facts five point rating scale. The analytical tools are the arithmetic mean and the cross tabulations.

ANALYSIS AND INTERPRETATION

Analysis was done based on the data provided by the employees based on the five point scale for each of the one hundred fifty questions. This is further condensed to fit the various motivational factors. Three tables are given to the motivational factors and the fringes and benefits present and expected from the organization.

The table below shows the satisfactory level of the two categories of employees. The percentage of the employees who are satisfied with the twenty five motivational factors and their sub-factors are indicated here.

TABLE 1

Factors	Managers (%)	Office staff (%)
1.Administrative policies	11.5	42.6
2.Change	20.3	36.5
3.Goals-participative Decision making	37.2	34.5
4.Goals-specific targets	37.2	34.5
5.Goals-responsibility	64.5	63.3
6.Growth-status and power	64.6	83.3
7.Growth-Respect	80.5	68.7
8.Growth-Drive to succeed and advancement	82.5	80
9.Growth-Self fulfillment and creativity	64.5	67.5
10.Team work	82.6	70.5
11.Compensation	67.5	75.7
12.Reward-Promotion	8.2	22.0
13.Reward-specific	64.7	54.7
14.Learning opportunities	56.2	72.4
15.Training	55.4	76.9
16.Relational-Customers	96.8	53.2
17.Relational-Supervisors	89.9	76.7
18.Work-Environment	82.6	90.8
19.Work-Freedom and standard	64.5	77.7
20.Job security and welfare	38.5	21
21.Recognition for good work done	28.7	45.6
22.Personal growth and development	37.5	27.8
23.Good supervision and comfortable working conditions.	51.9	39.5
24.Feed Back-customers and employees	46.5	64.2
25.Feed Back-others	56.6	70.3

The motivational level of both the managers and the office staff are seen from the above table. High rating is obtained concerning the motivational factor 'relation with the customers' but not so in the case of factors like 'Reward-Promotion'. It is also seen that the satisfaction levels are low and medium in most of the cases

Table 2 shows the percentage of managers and office staff who satisfied that the organization provides them the following fringes and benefits. These benefits were taken after discussions and consulting the top management of the organization and finding what are the fringes and benefits already provided to the employees.

TABLE 2: FRINGES AND BENEFITS-PRESENT IN THE ORGANIZATION

Benefits	Managers	Office-staff
Petrol Allowances	74.9	68.5
TA and DA	62.4	51.7
Bonus	76.6	90
Medical Allowances	63.2	32.5
Employee Provident Fund	80.9	80
House Loan Allowance	70.6	56.3
Company Conveyance	50.5	30.5
Personal Loans	71.5	62.3
Gratuity	75.2	35.9
Festival Allowance	20.5	72.5
Group Insurance	72.3	68.2

Thus, the percentage of managers who avail these benefits are more when compared to that of the office staff. Majority of the employees obtain the benefits like the provident fund but lacks benefit like festival allowances

Table 3 shows the percentage of managers and office staff who expects the following fringes and benefits from the organization. These benefits were taken by comparing those benefits offered in other organizations of the same nature.

Thus, it can be seen that the employees are not much inclined towards other allowances but would prefer benefits of monetary nature like allowances. Majority of the employees do not prefer sports and games but would like to obtain benefits like medical insurance and yearend profit sharing.

FINDINGS

From the above tables several findings are brought out in relation to each twenty five motivational factors and the fringes and benefits as described below:

ADMINISTRATIVE POLICIES

- Office staff are more happy with the administrative policies when compared to that of the managers.

CHANGE

- Both the managers and the office staff are dissatisfied in their opinion concerning the change in the organization.

GOALS

- Majority of the employees in both the categories are neutral in their opinion concerning the specificity of the goals and the challenging targets.
- Both categories of employees are neutral in their opinion concerning goals-responsibility.

GROWTH

- Only about 65% of the managers are satisfied with the status of their position. Whereas more than 80% of the office staff are satisfied with the status.
- Managers are very much satisfied with the respect they obtain from the organization whereas office staff are not very much satisfied.
- All the managers and most of the office-staff feel they are capable of advancing further in their carriers.
- Both the categories of employees are not much satisfied with the creativity and self-fulfillment.

TEAM WORK

- Majority of both categories of employees feel there exists adequate team work in the organization.

COMPENSATION

- The Percentage of office staff who are satisfied with the compensation is much higher than that compared to managers.

REWARDS

- Almost all managers and half of the office staff are dissatisfied with the promotion provided.
- Employees are looking for more promotional opportunities.
- Managers would be greatly encouraged if specific awards are introduced.

LEARNING OPPORTUNITIES

- Managers are not much satisfied regarding the learning opportunities provided to them when compared to the office staff.

TRAINING

- Both the managers and the office staff are happy with the training and development provided especially, induction and job related training.

RELATION

- Majority of the managers and the office staff are happy with the relation existing between the customers and the office staff. But the managers are more satisfied when compared to that of the office staff.
- Concerning relation existing with the co-workers, office staffs are more satisfied when compared to that of the managers.

WORK

- Majority of the managers and the office staff are satisfied with the work environment in the organization.
- Majority of the managers and the office staff are neutral in their opinion regarding work environment and freedom of work.

JOB SECURITY AND WELFARE

- Most of the managers and the office staff are not satisfied with the job security and welfare they obtained in the organization.

FEED BACK

- Majority of the managers feel that no regular feed back exists among themselves and from the customers.
- Both the managers and the office staff are happy with the feed back obtained from others.

FRINGES AND BENEFITS

- Managers and the office staff are provide with petrol allowances, Bonus and Employees provident fund.
- Most of the employees do not avail company conveyance.
- Half the managers get loans for the purchase of vehicles and house but majority of the office staff do not get it.
- Free or subsidized lunch are not being provided to neither of the categories.
- Managers prefer medical insurance to a large extent.

RECOMMENDATIONS

The following recommendations are given based on the findings obtained from the study.

ADMINISTRATIVE POLICIES:

- Managers should be involved in the selection criteria in selection the employees of his own Department/Branch.

CHANGE

- Variations could be provided in terms of job rotation to the office staff in their own levels.
- Exposure to different branches/departments. Could be provided for some time to the employees.
- National Wise seminars and meetings could be help for the employees so that they get more exposure.

GOALS

- Each branch could be considered as an intact work group and weekly meetings could be conducted where common goals could be taken and frequent review of these goals occurs.

GROWTH

- Target related awards and specific awards like the Best Department/Branch could be considered for managers to improve their status.
- Frequent evaluation of performance of office staff could be done and adequate recognition could be provided to boost their morale and henceforth distinguish from the performer and the non-performer.
- Specific training programmes to aid creativity and personality development could be organized to improve their career growth in the organization.

TEAM WORK AND RELATIONS

- Facilities could be provided for interaction with other employees like frequent get together and seminars.

COMPENSATION

- Performance appraisal based compensations could be provided to all levels of employees.
- Monetary incentives and increments have to be provided to all levels of employees based on the cost of living and the industrial standards available.

LEARNING OPPORTUNITIES

- Managers could be sent personality development programmes and nations wide seminars which would provided them more exposure. They could also be given frequent transfer to other branches so that they could mingle with new faces and get to know what is happening in other branches. This would help them in better decision-making.
- Opportunities could be provided for the managers where they could pursue their higher studies along with their jobs.

TRAINING

- Training should be provided for stress management and psychologically motivating aspects.

- Technological oriented training could be provided to the managers.

WORK

- Recreational activities could be provided to the employees like television sets, soft music in the background to bring down the stress filled atmosphere in the organization.

FEED BACK

- 360 degree performance appraisal system could be introduced in the organization where feedback can be exchanged among all categories of employees.
- Feedback survey can be conducted among the regular customers.

JOB SECURITY AND WELFARE

- A grievance cell could be formed where employees could freely tell their grievances problems and complaints. Regular job satisfaction surveys, attitude surveys and surveys to find the morale of the employees should be conducted.

FRINGES AND BENEFITS

- Personal loans should be provided to the employees especially the managers.
- Medical insurance should be provided to the office-staff.
- Leave facilities for office staff could be improved by providing them options like leave travel concessions.
- TA and DA should be provided to all the employees.
- House Loan allowance and employee get together should be provided.

CONCLUSION

The study reveals that the employees are satisfied with team work, relation existing among the various levels of employees, training and development, feedback and work environment. Employees are neutral in their opinion concerning the growth aspects, rewards, goals, change, administrative policies, job security and welfare. Employees are very much dissatisfied with the Reward-Promotion they got in the organization.

Hence it is concluded from the study that the employees could be motivated by providing the factors relating to Promotion, Welfare, Job security, Change, Recognition for good work, Personal growth and development.

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