What are monetary and non-monetary factors to motivate employees?

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ABSTRACT

The word motivation has been derived from motive which means any idea, need or emotion that prompts a man in to action. Whatever may be the behavior of man, there is some stimulus behind it .Stimulus is dependent upon the motive of the person concerned. Have can be known by studying his needs and desires.

There is no universal theory that can explain the factors influencing motives which control man's behavior at any particular point of time. In general, the different motives operate at different times among different people and influence their behaviors.

Motivation is an important function which very manager performs for actuating the people to work for accomplishment of objectives of the organization. Issuance of well-conceived instructions and orders does not mean that they will be followed. A manager has to make appropriate use of motivation to enthuse the employees to follow them. Effective motivation succeeds not only in having an order accepted but also in gaining a determination to see that it is executed efficiently and effectively.

1. INTRODUCTION

Management's basic job is the effective utilization of human resources for achievements of organizational objectives. The personnel management is concerned with organizing human resources in such a way to get maximum output to the enterprise and to develop the talent of people at work to the fullest satisfaction. Motivation implies that one person, in organization context a manager, includes another, say an employee, to engage in action by ensuring that a channel to satisfy those needs and aspirations becomes available to the person. In addition, the strong needs in a direction that is satisfying to the latent needs in employees and harness them in a manner that would be functional for the organization.

Employee motivation is one of the major issues faced by every organization. It is the major task of every manager to motivate his subordinates or to create the 'will to work' among the subordinates. It should also be remembered that a worker may be immensely capable of doing some work; nothing can be achieved if he is not willing to work. A manager has to make appropriate use of motivation to enthuse the employees to follow them. Hence this studies also focusing on the employee motivation among the employees of Dancon Communication.

The study is intended to evaluate motivation of employees in the organization. A good motivational program procedure is essential to achieve goal of the organization. If efficient motivational programs of employees are made not only in this particular organization but also any other organization; the organizations can achieve the efficiency also to develop a good organizational culture.

The research problem here in this study is associated with the motivation of employees of Dancon Communication. There are a variety of factors that can influence a person's level of motivation; some of these factors include

1. The level of pay and benefits,
2. The perceived fairness of promotion system within a company,
3. Quality of the working conditions,
4. Leadership and social relationships,
5. Employee recognition
6. Job security
7. Career development opportunities etc.

Motivated employees are a great asset to any organisation. It is because the motivation and Job satisfaction is clearly linked. Hence this study is focusing on the employee motivation in the organisation.

2. OBJECTIVES OF THE STUDY

- To study the important factors which are needed to motivate the employees.
- To study the effect of monetary and non-monetary benefits provided by the organization on the employee's performance.
- To study the effect of job promotions on employees.
- To learn the employee's satisfaction on the interpersonal relationship exists in the organization.
- To provide the practical suggestion for the improvement of organization's performance.

3. LITERATURE REVIEW

Rensis Likerthas called motivation as the core of management. Motivation is the core of management. Motivation is an effective instrument in the hands of the management in inspiring the work force .It is the major task of every manager to motivate his subordinate or to create the will to work among the subordinates .It should also be remembered that the worker may be immensely capable of doing some work, nothing can be achieved if he is not willing to work .creation of a will to work is motivation in simple but true sense of term.

(Likert's Management System, 1960)

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The concept of motivation

The word motivation has been derived from motive which means any idea, need or emotion that prompts a man into action. Whatever may be the behavior of man, there is some stimulus behind it .Stimulus is dependent upon the motive of the person concerned. Motive can be known by studying his needs and desires.

There is no universal theory that can explain the factors influencing motives which control mans behavior at any particular point of time. In general, the different motives operate at different times among different people and influence their behaviors. The process of motivation studies the motives of individuals which cause different type of behavior.

Definition of Motivation

According to Edwin B Flippo, "Motivation is the process of attempting to influence others to do their work through the possibility of gain or reward.

Theories of Motivation

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne study results (Terpstra, 1979). Six

major approaches that have led to our understanding of motivation are Mcclelland's Achievement Need Theory, Behavior Modification theory; Abraham H Mallows need hierarchy or Deficient theory of motivation. J.S. Adam's Equity Theory, Vrooms Expectation Theory, Two factor Theory.

McClelland's Achievement Need Theory
According to McClelland's there are three types of needs.

Need for Achievement (n Ach)
     This need is the strongest and lasting motivating factor. Particularly in case of persons who satisfy the other needs. They are constantly pre occupied with a desire for improvement and lack for situation in which successful outcomes are directly correlated with their efforts. They set more difficult but achievable goals for themselves because success with easily achievable goals hardly provides a sense of achievement.

Need for Power (n Pow)
     It is the desire to control the behavior of the other people and to manipulate the surroundings. Power motivations positive applications results in domestic leadership style, while it negative application tends autocratic style.

Need for affiliation (n Aff)
     It is the related to social needs and creates friendship. This result in formation of informal groups or social circle.

Behavioral Modification Theory
     According to this theory people behavior is the outcome of favorable and unfavorable past circumstances. This theory is based on learning theory. Skinner conducted his researches among rats and school children. He found that stimulus for desirable behavior could be strengthened by rewarding it at the earliest. In the industrial situation, this relevance of this theory may be found in the installation of financial and non financial incentives.
     More immediate is the reward and stimulation or it motivates it. Withdrawal of reward incase of low standard work may also produce the desired result. However, researches show that it is generally more effective to reward desired behavior than to punish undesired behavior.

Types of Motivation
     Intrinsic motivation occurs when people are internally motivated to do something because it either brings them pleasure, they think it is important, or they feel that what they are learning is morally significant.
     Extrinsic motivation comes into play when a student is compelled to do something or act a certain way because of factors external to him or her (like money or good grades)

Incentives
     An incentive is something which stimulates a person towards some goal. It activates human needs and creates the desire to work. Thus, an incentive is a means of motivation. In organizations, increase in incentive leads to better performance and vice versa.
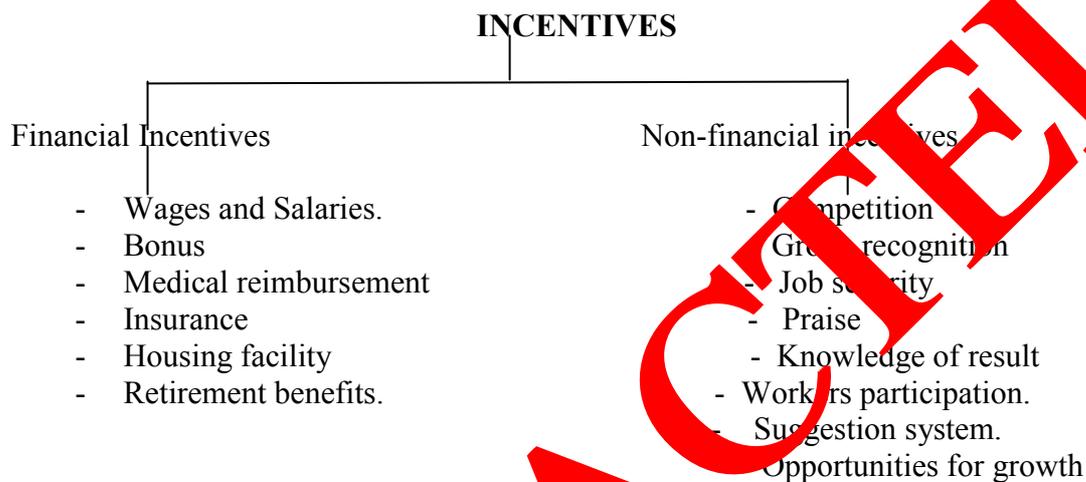
Need for Incentives
     Man is a wanting animal. He continues to want something or other. He is never fully satisfied. If one need is satisfied, the other need need arises. In order to motivate the employees, the management should try to satisfy their needs. For this purpose, both financial and non financial incentives may be used by the management to motivate the workers. Financial incentives or motivators are those which are associated with money. They include wages and salaries, fringe benefits, bonus, retirement benefits etc. Non financial motivators are those which are not associated

with monetary rewards. They include intangible incentives like ego-satisfaction, self-actualization and responsibility.

4. CONCLUSION

Employee motivation is one of the major issues faced by every organization. It is the major task of every manager to motivate his subordinates or to create the 'will to work' among the subordinates. It should also be remembered that a worker may be immensely capable of doing some work; nothing can be achieved if he is not willing to work. A manager has to make appropriate use of motivation to enthuse the employees to follow them. Hence this studies also focusing on the employee motivation among the employees.

INCENTIVES

Financial Incentives

- Wages and Salaries.
- Bonus
- Medical reimbursement
- Insurance
- Housing facility
- Retirement benefits.

Non-financial incentives

- Competition
- Group recognition
- Job security
- Praise
- Knowledge of result
- Workers participation.
- Suggestion system.
- Opportunities for growth

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