Motivational Factors Contributing towards Employee Efficiency in Management Institute's in Aligarh, UP.

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Abstract-
Motivation and study of employee efficiency is one of the most significant areas of an organization. We live in an information age today where each organization is focused upon good feedback system and flow of information in the desired pattern. All organizations in today’s world are just not valued on the bases of their intellectual capital plays a great role in its establishment. Motivation is one of the most important methods contributing towards improvement in the employee performance and work understanding so the efficiency of the employee at his workplace is affected with the level of motivation employee possess. Efficient methods of motivation organization implements, higher the efficiency of employees is seen. Demotivated employees of an organization cost significantly more and lack in efficiency in comparison to the motivated employees of an organization.

Investment towards the assessment of motivation level of the employees of an organization is a long term benefit of the organization. Study of the level of employee motivation in an organization shall improve the work place. Implementation of the different motivational technique based on the assessment of needs of the employee will help in employee retention is a valuable commodity that, if viewed as an investment rather than as an expense and can produce high returns. Motivation is the key area which provides employee with force and direction towards work performance and efficiency motivation helps employee to find out the way on his own how one can contribute towards the work and the organization in which he works.

Keywords-employee motivation, factors of motivation, management institute in aligarh, performance

Introduction-
Motivation is the act of increasing the move which is internal and efficiency oriented. In all organization managers play important role in development of employee efficiency with the help of motivation and implementation of motivational techniques. Management development is a systematic process of implementing and assessing the elements involved for the management implementation. The involvement of motivation for the development of employee efficiency is concerned with the improving the performance of the managers by giving them opportunities for growth and development. In educational institutes all over the country are providing information and knowledge related to motivation. But still number of institutions is waiting for the implementation of the concept. Motivation is having twice different implementation areas in the management institutes one is the motivation of the students involved in learning process at the institute. Whereas the other one is the motivation technique implemented for the employees (the faculty member) working in the institutes. For teaching purpose previously there were general courses available for the
students but with the increase in the need of professional candidate in the industry. To develop this manpower need in the market there was an increase in number of new institutions. Some government institute and some private institutions for the increase in the skilled main force accordingly.

The study of impact of motivation on the analysis and assessment of employee efficiency is a systematic collection of descriptive as well as judgmental information necessary to make effective decisions regarding employee efficiency enhancement and development. Decision related to study of motivation in relation to the employee efficiency and adoption of several methods of motivation for employee efficiency is the objective. The study of employee motivation and its impact on employee efficiency is just not only a descriptive analysis but is there to access the impact of motivation tools and technique towards employee efficiency. Evaluation and study of motivation involves systematic collection of necessary information according to predetermined plan so as to ensure that the information shared is both appropriate and useful. Motivation enables the organization to judge the employee needs and how these needs can be utilized towards the development of the employee efficiency. It is a process of evaluating how motivation is creating employee efficiency and to what extent the employees are motivated. It determines the significance of study of motivation in regard to the employee efficiency and how it will be suitable for development of the individual employee as well as the organization.

There are many management institutes in the Aligarh region. Some of these institutes are government and some of them are private institutes. Though at national level three are world rebound management institutions in India. But these management institutes contribute with a very small scale in comparison to the number of private management institutes in the country. Studying about the level of motivation in employees in management institutes in the Aligarh region three are number of management institutes to be evaluated in the context of employee efficiency and employee efficiency. There are number of private management institutes in Aligarh region heavily graduate as well as post graduate courses for the management students. They have a set of employees starting from the administration employees, the teaching staff and the office attendants. But more of the study revolves around the administrative and the teaching staff. The study of employee motivation and its effect on employee efficiency is a significant evaluation of the level of employee motivation in the management institutes with a systematic study including several variables and factors responsible for the employee motivation like.

- Wages and salaries
- Employee fringe benefits
- Employee training
- Employee decision making
- Employee sense of responsibility
- Equal treatment of employee
- Employee promotion
- Goal clarity and efficiency.

Management Institute in Aligarh

Aligarh is growing as Education Hub. Aligarh has the following Educational Universities and Colleges. There are numerous School and colleges in Aligarh for education. Aligarh Muslim University is a leading central university it provides education in various field such as Management, medical and engineering. Some of the Management colleges in Aligarh are:
Universities-
- Aligarh Muslim University, Aligarh (Central Govt. university)
- Mangalayatan University, Aligarh (private University)

Colleges-
- Vivekananda College of Technology & Management, Mathura Road
- IGNOU Aligarh Region, Marris Road
- IIMT, Talanagari, Aligarh
- Aligarh College of Engineering and Technology, Sasni Gate on Mathura Road
- ACN College of Engineering and Management Studies, Kasimpur Road, Aligarh
- Aligarh College of Engineering and Technology, Aligarh
- Ssld Varshney Girls Engineering College, GT Road Aligarh
- Sri Institute of Technology and Management, Aligarh
- Vivekananda College of Technology and Management, Aligarh
- A.D.R.S. Institute of Technology and Management, Gabhana, Khair, Aligarh
- Institute of Technology and Management, Khair Road, Aligarh
- R.G.M. Institute of Technology and Management, Aligarh etc.

Literature Review-
As an institute is a service oriented institutions and needs to serve the patrons, it is known by the staff and its functions. The success of any institute depends solely upon the competence and efficiency of its staff. In this context, it is necessary to study the various literature that influence employee motivation and productivity in the institutions.

Green (2000) argued that skills like managerial, sociological, and psychological are necessary on the part of institute managers to ensure better performance from the institute staff. Institute managers need to be trained with all these skills so that they can motivate the staff in a better way. The institute staff should be recognized and rewarded for the work done from time to time by the managers.

Luther (2000), in his study of University of South Australia identified that the implementation of performance management to the university has a positive impact. Supervisors have reported positive suggestions for key result areas that have come from their staff.

The findings of the research by Mills and Bannister (2001), pertaining to motivators and demotivators with regard to information-seeking behaviour showed that Institute and the employees image were discovered to be both, a motivator and a demotivator in the choice of whether or not to use the institute or certain information sources. They also discussed the attempts to develop a practical instrument suitable for the evaluation of the institute and the employees image formation.

A study of the Danish institute directors was earned out by Pors and Johansen (2002). The survey focused on a whole array of topics connected with leadership qualities and perceptions of different future challenges and also on job satisfaction among institute directors. Job satisfaction is a central topic for motivational theories. The analysis correlates job satisfaction with a number of both extrinsic and intrinsic factors, the existence of major differences between these factors, and the levels of job satisfaction among the institute directors.
Goddard’s (2003) study of “The Integrated Employees” emphasizes the importance of technical knowledge with regard to employeeship. The study revealed that without some expert knowledge it is highly impossible to cope with the information technology pertaining to institutes. In order to perform more efficiently with the latest technology and other computer related services, it is felt that the knowledge of computer science is a must for employees.

Mallaiah (2004) in his survey of the Universities of Karnataka with regard to the employees’ motivation suggested that work environment is a significant component in respect of motivation of the employees.

Chan (2006) surveyed six Canadian public institutes and examined the competency and performance management level of the institute staff. The core competencies identified are communication skills, interpersonal skills, customer service, analytical skills, accountability, adaptability, technological competence, planning, organizing skills, knowledge of the organization, and creativity/innovation.

Cossham and Fields (2007) found that there is a need for continuous professional development (CPD). A survey conducted by him revealed that there is a significant gap between the continuous professional development that an individual wants and that which their managers think they should have.

Castiglione (2008) conducted a study with regard to facilitating employee creativity among the institute staff which revealed that intrinsic motivation is the primary source of individual creativity and drives organizational learning, transformation, and innovation. Institute administrators are more responsible for creating and sustaining an organizational culture that facilitates the intrinsic motivation of all institute staff members.

Kieserman (2008) conducted a study on the relationship among employees in the institute organization. He suggested that in order to improve the relationship among the employer and the employee the concept of LISTEN, i.e. learning, involvement, structure, training, empathy, and need should be adopted. This technique is a basis for any good relationship among employees and a manager can understand his employees more intelligently and the employee’s needs and expectations are given immediate attention.

Kealy (2009) conducted a study in the University of Melbourne Institute to know the strategies and the approaches of the institute staff in ensuring prompt service. A workforce was developed to identify skill gaps and then to work with the training providers. According to this workforce, it was identified that there was an acute shortage of skilled programs given to the staff. The study suggested that in order to provide efficient service to its readers, a institute staff needs to develop a training program. It is found that competency by the institute staff is not acquired at the work place but by providing vocational training.

Adams (2009) administered a survey at the University of Auckland Institute, New Zealand to identify the steps taken by the staff development committee to revive professional and personal development. He advocated the need for training, and skills and an attributes matrix was developed in which current courses were mapped.

Leong and Vaughan (2010) conducted a study of employees in an Australian University and prepared a report on the activities and outcomes of a facilitated group of new employees. The aim of the employees is to increase professional networking, promote career
development, enhance job satisfaction, retain motivated staff, grow the participants’ sense of responsibility for organizational progress, and develop a willingness to take the initiative in presenting good ideas for service improvement.

Pennell (2010) conducted a study on the role of flexible job descriptions in succession management and argued that flexible job descriptions help in accelerating development opportunities for the employees who will fill the position vacated by retirees. It stated that flexible job descriptions allow institute managers more freedom in accelerated learning and development opportunities through a succession management program.

The findings of the survey by Alansan (2011) on Kuwait employees regarding satisfaction of their professional images identified the factors which influenced the choice of career, sources of satisfaction and dissatisfaction. The results showed that extrinsic factors, such as recognition of accomplishment, fair performance evaluation, and job security were ranked at the top and are the most important aspects of job satisfaction, whereas intrinsic factors, such as suitable daily working hours and nature of work, were closer at the bottom of the list.

**Employees Efficiency Sense of responsibility**

Sense of responsibility is an important constraint of an individual, for an organizational point of view. If an employee is leaving responsibility for something or someone or if they are your responsibility. It is your or an individual, employee responsibility or duty to deal within them & to take decisions relating to them. For an employee the most important thing is to have a sense of responsibility, commitment & concern towards his/her organization. It is clearly stated that duty of every employee is towards his organization and towards the society i.e. corporate social responsibility. There are a few factors which are taken into consideration when we talk about sense of responsibility. These are given below:

1. Trustworthy and reliable
2. Commitment towards organization
3. Concern to the interested and involved in the organization.

Responsibility is one of the important characteristic of human being whether he is a worker, manager or normally a person who lives his common life. In general, a person is capable for giving answer to his actions and to face certain consequences of the actions that may occur or arise due to his actions. Oxford dictionary says “Responsibility as the state or fact of having a duty to deal with something or of having control over someone. For an employee it should make a part of his personality. Every employee must have responsibility & it doesn’t impart at once at own. If an employee is not having sense of responsibility in his personality or sense of responsibility is absent from his character is not treated as a good feature. Every employer want responsible employee and in other words a person, who is irresponsible in nature, face problems in getting a job. Person who is irresponsible can stuck a situation and create new bad consequences. It is generally seen that an employee who is more responsible can easily get respect & make his image in the eyes of others. On the other hand is a person is no holding a thing seriously or showing his responsibility towards the work means that there is a chance of confusion as it may lead to problems.

Sense of responsibility plays an important role in developing or making a carrier of a person. Employee's sense of responsibility shows your employees that you are someone which they can depend on. It makes a good impression in the eyes of employees & on the supervision. In future, it will be returned, in terms of reward, pay raise or promotion in his job. If a person cannot carry one of the most simple & most important tasks, that means he or she will be considered as irresponsible & in future he/she may suffer from demotion, transfer or even
last his job. One of the easiest way to encourage employees to be more efficient is to give reason why this work is important for our employer. Only then an employee is responsible. It is not only the responsibility of an employee what they can do better – some of the responsibilities fall on the shoulders of the employers. So, before assigning a responsibility of a particular task, employer must know the nature of employee. If possible, an employee should try not to give unnecessary tasks and even smaller tasks when an employee is focused on some large objective of an organization. Employer must take a look before assigning responsibility to some employee. Sense of responsibility encourage employee to work more efficiently as it increases his job surety, respect & create a chance of promotion in the future.

Promotion and its role in increasing employee efficiency-

A promotion is the upgradation of an employee's rank or position in an organizational structure. For a good performance a reward may be given to an employee. Promotion simply means elevation to a higher job to employees along with increased pay and benefits. It is an upward advancement of an employee in an organization, which commands better pay, better status, higher opportunities, higher responsibilities and better working environment. Promotion not only increases motivation level of an employee but gives job satisfaction to the employees. Quite often, industrial unrest, frustration and negative feeling among the employees are on account of not giving proper promotion to employees by an employer and a manager. A sound promotion policy is essential in all types of organizations whether organizations’ is having small setup or having large setup. It is in the personnel policy of an organization.

Every employee wants a promotion for their work which increases productivity of an organization. Promotion is not only about boosting of employee motivation and morale but it is a way to add more responsibilities to an employee. Through promotion an organization results in high productivity and prevents an employer from losing its valuable and important employees. In other words we can say that promotion is the way to retain their important and skilled employees. There are many benefits and advantages of promoting employees regularly for their efforts. Promotion can set the image in the eyes of employees. Through promotion feeling of recognition arise in the mind of employees. His performance, efficiency increases. Employee becomes more ambitious and hard worker. Promotions are also an important aspect of a worker’s career and life, affecting other facets of the work experience. They constitute an important aspect of workers' labor mobility. One of the most important benefits of employee promotion is that it helps an employer to recognize and acknowledge the performance and hard work of the employees and thus makes them feel valued. People might derive satisfaction not only from having a higher income relative to their peers, but also higher rank, among other things. When an employee's efforts are valued, he/she tends to work harder and tries to improve his/her performance further which in turn works for the business. When the management decides to promote employees for their hard work, they are basically recognizing talent and finding future leaders. This identification of future leaders enables them to groom employees for the future and makes them explore their skills and talent further. Grooming leaders for the future is beneficial for the organization and helps to improve the overall productivity. If employees go on working hard without any appreciation, praise or appraisal, a sense of discontent and resistance may crop up, and this may not be good for the organization. This can even make their performance go down.
Goal clarity and its role in increasing employee efficiency-

Goal setting is everywhere in our world. We set goals for our careers, our health, and our lives in general. It seems modern society is always encouraging us to think about the next milestone. However, what we don’t think about enough is the science and strategy of how to accomplish your goals. Whether we are setting personal goals or professional goals, we want a guide who will explain everything we need to know. Although most of us have the freedom to make a wide range of choices at any given moment, we often make decisions based on the environment we find ourselves in. For example, if I wanted to do so, I could drink water or milk as it is my choice. However, I am currently sitting at my desk with a glass of water next to me. Although I possess the capability to get up, walk to my car, drive to the store, and buy milk, I probably won’t because I am surrounded by easier alternatives. In this case, taking a sip of water is the default decision, the easy decision.

If we take an example of goal setting in the workplace, it may include from professional growth to financial gain of an organization. The goal should be realistic, measurable and time specific. If an employee is focused and motivated in the workplace, goal setting helps the operation run more effectively. Goals setting provide a clear vision and purpose to all employees who are involved in that particular task. Now a day’s many organizations’ not only set their goals only for increasing revenue of an organization but it is like that which motivates employees. While deciding a goal, goal should be realistic in nature. For example an employer can say we have to increase our sales by 15% instead of saying an employer want to increase in sales by 15 %. Lack of goal clarity is known to have negative effects on organizational as well as individual wellbeing. Goal clarity has a positive impact on organizational wellbeing, which in turn is expected to have positive effects on employee wellbeing. Various researches show the relationships between goal clarity work and organizational as well as individual wellbeing. Clear goals and objectives are essential to the success of any business, and this is no less true of building an employee career. If employees don’t take the time to get really clear about exactly what he is trying to accomplish, then an individual forever doomed to spend his life achieving the goals of those who do. In the absence of a clear direction for life, an individual will either meander aimlessly or will build a career that he doesn’t feel good about.

A clear goal and an efficacious game plan can make your existence more organized. By having a clear goal in your mind, you will be well aware of your priorities and with an effective time management strategy, you will be able to achieve your goals with little exertion. You will also be devoid of any mental stress, which will further enhance your productivity and efficiency. It is quite evident that goal setting is a key instrument, which fosters the prospect of your personal or professional advancements. Every goal should be concrete and specific. It is very important to identify what you are striving for and commit yourself whole-heartedly towards achieving it.

Working Conditions and its role in increasing employee efficiency-

There are huge differences in working conditions around the world, including India. While in some countries, workers have low income taxes, in others the retirement age is flexible. Working conditions have on staff and the other factors and issues that motivate staff to work in the context of the workplace. The Factories Act states that for industrial establishments where 250 or more workmen are employed, the employer shall provide for a canteen. Suitable shelters or rest rooms, lunchrooms with provision of drinking water are to be provided under the FA Act wherein 150 workmen are employed. The factories wherein thirty (30) or more women workers are ordinarily employed, nurseries should be provided and maintained for the use of children under the age of 6 years. The factories should have
wholesome drinking water, toilets, washing places and spittoons, lighting in the workrooms, painting of the factory walls, doors and windows, cleaning of floors, effective removal of dirt and refuse and they must be kept clean and free from effluvia arising from any drain or other nuisance. Further, the factories should have temperature control mechanism, adequate ventilation, prevention of inhalation and accumulation of dust and fumes, regulation of artificial humidification, and prevention of overcrowding. The FA Act envisages certain precautions to be taken against explosives, inflammable gases, dangerous fumes and gases, fire and use of portable electric light.

Working conditions are at the core of paid work and employment relationships. Generally speaking, working conditions cover a broad range of topics and issues, from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace. The link between working conditions, safety and health, skills development and productivity in organization revealing evidence of an association between good workplace practices and various types of positive enterprise-level outcomes, including reduced employee turnover and improved profitability. Good working conditions have on staff and the other factors motivate staff to work in the context of the workplace. Positive work environments are essential for workers’ mental and physical well-being, but they aren't created by accident. Good working conditions arise from values that the company views as important to its mission, such as ensuring a manageable workload, and promoting two-way communication through open office spaces and regular team meetings. Workers are also entitled to a safe, hazard-free environment, whose requirements are spelled out under the ILO.

Modern technology and its role in increasing employee efficiency:
It is well known that technology has been advancing day by day. Employers are embracing this entirely; keeping an eye out for the newest updates on products and gossiping about the latest technological advances. Everywhere we go we are guaranteed to see a variety of people fixated on their technological devices, typically with pupils large and mouth a gap. It no longer matters what social class employers are in, employer gender, or employer age; employers are reliant on technology. It is one thing to enjoy these products and embrace their outstanding abilities, but are people taking it too far? Is the world really becoming dependent on technology? It is personally believe that it is. The masses act as though they cannot live without technology; as if it is just as precious as oxygen. What triggered this dependency? Will the dependency cease or will it simply get worse? To answer these questions, it is best to first examine when this technology boom began. What made people start picking up these devices and depending on them so very much? In the late 1970s the space program of America was in full force. Engineers were trying to develop the best of the best; microchips, computer systems, networks, etc. They then thought it would be brilliant to put these products into other products that could be utilized by the public. Whether you love or hate technology, it is here to stay. It is growing and changing every day. Technology has changed the way we communicate, look at and enjoy in this world. We chat online using instant messages, listen to our music on portable players and realize that the world is no longer as big as it once was. Reaching to people on the other half of the world does not seem so far off anymore. But with all these blessings of technology, is not there any effect that is hindering.

Progressive modern technology although helpful to workers could be slowly on the path to replacing the human work force nearly all together. With the help of robotics, unlike humans, robotics on an assembly line works at a much faster, harder, and more efficient pace. Few and few jobs are, needed by humans. This can suffocate employee ability of doing
normal jobs. This replacement can be seen more and more every day at cashier check-outs which are replaced by auto check-outs in grocery stores, few security guards are needed due. Art itself on the other hand, is becoming increasingly accessible in recent years as a result of the radical advance in modern technology and digitalization.

The people of today are benefiting from good health and simpler lives, why should there be a stop to it. It would just be a complete tragedy to take away from our society these magnificent wonders of technology. How could we take away technology? This is something that could save our lives. For example, technological improvements of medication are essential criteria to our success in living longer healthier lives with the least amount of pain and discomfort. Exposure to computers that could help employees gain the technological understanding that maybe essential in the workplace for future success. In order to understand the revolution that technology is creating within education, first it needs to be understood how we got this far. In just over twenty years, technology has entered every aspect of society, and it all started with the invention.

Conclusion
In the present era of human resource management, appraisal system lays much emphasis on the development of employees rather than on their evaluation. As Whitemore (1996), opined the present focus is shifted from efficiency measurement to performance development so that there is continuous improvement in efficiency. However, motivation as a development tool is mainly concerned with identifying an employee’s strengths and weakness and indicating corrective actions. It serves a strategic function by focusing the employee efforts on the type of behaviours required for successful strategic implementation. Effective performance management is essential to ensure that an institution is operating effectively and is on track to achieve strategic goals. Performance appraisals are a review of an employee’s performance against pre-determined objectives. They identify the strengths and weaknesses of an employee and address how to improve or develop these areas. They aim to motivate the employee and provide them with sufficient challenges and responsibilities in relation to the organizational objectives.

Employee motivation is also an important tool for motivating and improving employee performance. Unfortunately, its potential is hardly realized. It is necessary to provide feedback to raters as to how well they are performing their appraisal and development functions with their own subordinates. The supervisor, when giving feedback must keep in mind that the feedback is credible, specific and is followed with non-biased examples. There is a greater need to ensure fair and prompt feedback while appraising the performance and also to ensure that the goals for future performance are set. Hence, the researcher attempts to analyze the degree of fairness adopted in the performance appraisal reports and also to know the criteria used by the superiors in determining the level of performance of institutional employees in this paper.

Bibliographical References


