
“PERFORMANCE MANAGEMENT AND MOTIVATION IN WORKPLACE”

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ABSTRACT:

Managers and entrepreneurs must ensure that competent personnel in an organisation perform their tasks with full zeal and energy. An organisation has different perspectives. But each perspective focuses on fulfilment of goals and ambitions of the firm. The drive that keeps employees going is called Motivation. The purpose of this research paper is to find out the impact of motivation on the performance of an employee and its variations pertaining to the different factors of intrinsic as well as extrinsic motivation. This paper also aims at studying the generalised tendencies of employees at different situation wherein motivation can be either high or low. Furthermore, it also lays emphasis on the basics of performance management and its co-relation with motivation. A comparison with theories of motivation is made so as to emphasize the concept of motivation and employee performance. The paper is an empirical study of facts based on collection of primary data.

INTRODUCTION:

Performance management, specially that in the twentieth century has gained momentum, not only as a tool but also as a medium between employees and employers to find out the level of productivity and also the remuneration being paid to employees for their work. Motivation is the drive that keeps and employee's productivity at his best and helps him deliver the best quality work. Studies reveal that motivation is directly proportional to the extent of workload. High the motivation, more the workload, and vice versa. This is said on a generalised presumption that an employee who is highly motivated is entrusted with more work and thus is said to be highly motivated. However, considering other factors like communication, work culture, stress, need to strike a balance between personal as well as professional field, etc. change the proportions to a major extent. Here, motivation plays a vital role to determine the productivity of an individual and also the quality of work rendered by him.

OBJECTIVES:

- To find out the main motivating factors in an organisation
- To find out the impact of these motivating factors on quality of work
- To compare the theories of motivation with current scenario

RESEARCH METHODOLOGY:

- **Scope:**

The research was carried out on 60 employees of 3 institutions within the proximity of Indore city. The details of respondents and that of institutions have been kept confidential for due reasons.

- **Data collection:**

Data was collected with the help of a limited questionnaire which was filled by 60 respondents.

- **Data analysis:**

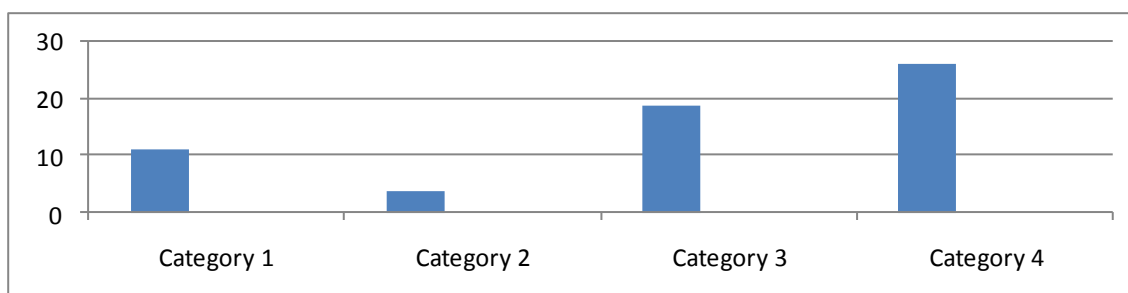
The data thus collected has been interpreted with the help of graphs and pie charts (as follows) and also shown in tabular form.

Q.1. How is performance assessed in your organisation?

- On the basis of targets
- On the basis of time taken to complete targets
- On the basis of completion of projects
- On the basis of quality of work

S. No.	Description	No. of Respondents
1	On the basis of targets	11
2	On the basis of time taken to complete targets	04
3	On the basis of completion of projects	19
4	On the basis of quality of work	26

As seen above, maximum number of respondents believe that performance evaluation is done on the basis of quality of work. Hence, it can be said that there is tough competition between employees so as to excel in the workplace. 19 employees also feel that successful completion of projects is also important so as to survive in the stringent competition.

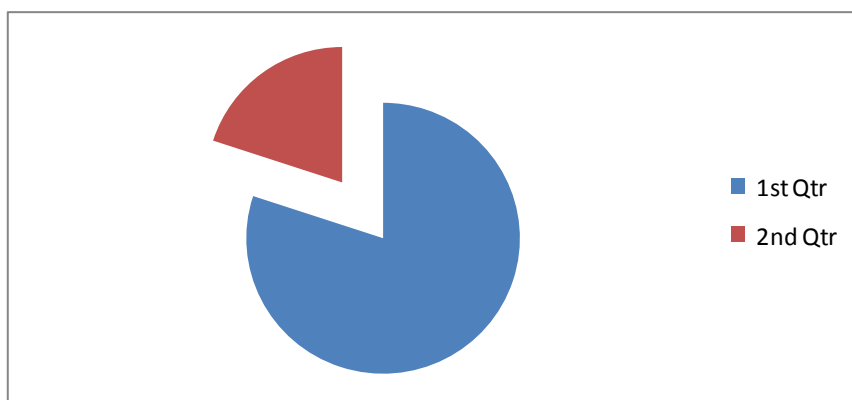


Q.2. Do you think performance improves after performance evaluation has been done?

- Yes
- No

S. No.	Description	No. of Respondents
1	Yes	48
2	No	12

The above details reveal that 48 employees believe the fact performance improves once performance has been evaluated. This shows that there is direct proportion between performance evaluation and improvement in performance.

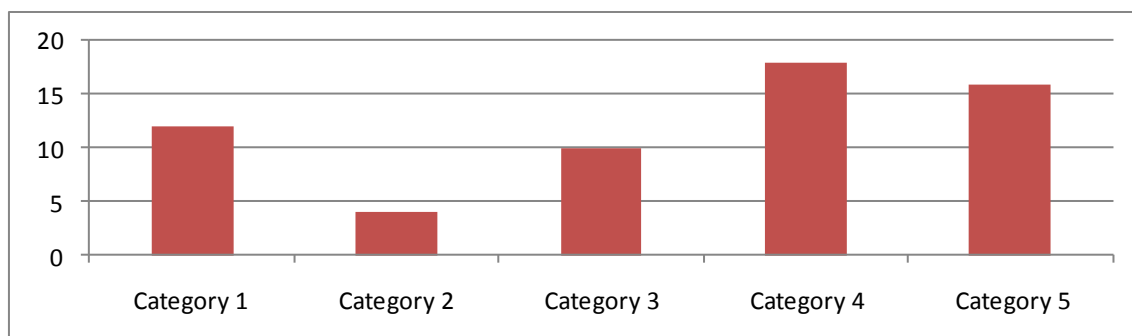


Q.3. How are employees rewarded once performance assessment is complete?

- Increment
- Fringe benefits
- Appreciation
- Award
- Recognition

S. No.	Description	No. of Respondents
1	Increment	12
2	Fringe benefits	4
3	Appreciation	10
4	Award	18
5	Recognition	16

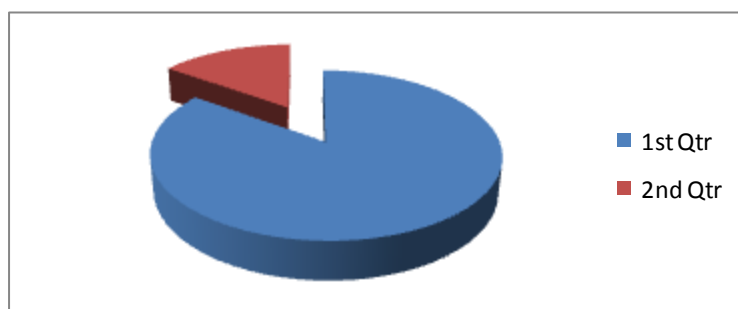
As seen above, it is mostly seen that employees are rewarded by awards and recognition. 12 employees believe that performance is rewarded by way of increment. Thus, monetary benefit is something that most employees look forward to. Gaining monetary benefit is a part of explicit motivation.

**Q.4. Do you think this reward is the best source of motivation?**

- Yes
- No

S. No.	Description	No. of Respondents
1	Yes	51
2	No	09

51 respondents reveal that monetary benefit is the best source of motivation that encourages an employee to work better. Very few respondents disagree to the fact that reward is the only source of motivation. Thus intrinsic as well as extrinsic motivation both play a vital role in motivating an employee.

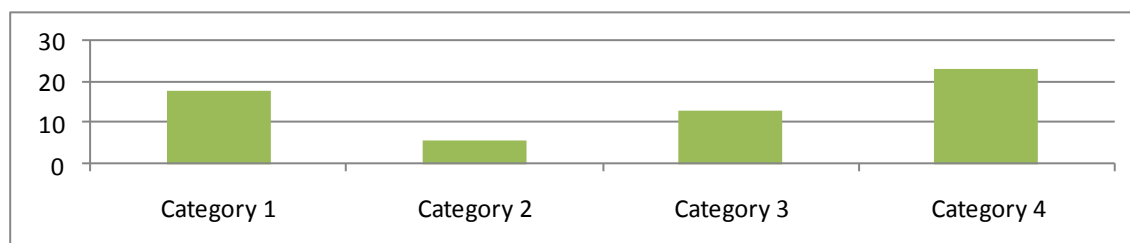


Q.5. To which of the following do you think is performance management in your organisation related to?

- Retention of employees
- Recruitment system
- Organisational culture
- Motivation

S. No.	Description	No. of Respondents
1	Retention of employees	18
2	Recruitment system	06
3	Organisational culture	13
4	Motivation	23

As seen above, 23 respondents believe that most employees agree that performance management in an organisation plays an essential role of motivation which clearly indicates that performance management is not only a tool to assess performance but also to motivate employees to further improve their performance thereby encouraging healthy competition.

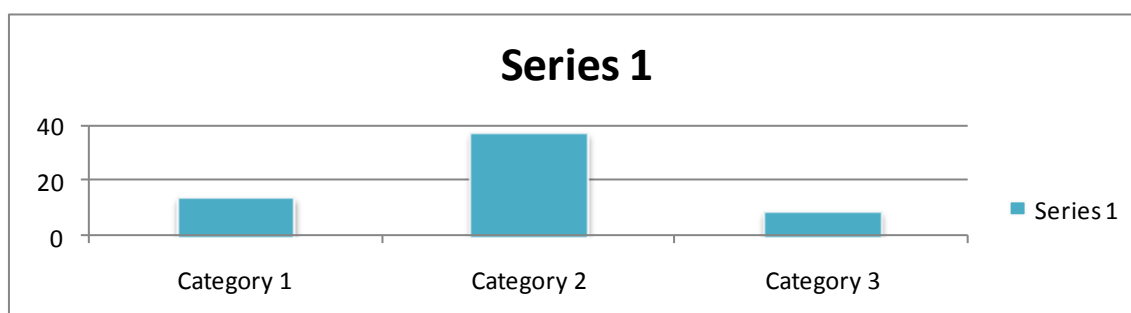


Q.6. How motivated do you feel while handling intense workload?

- Highly motivated
- Moderately motivated
- Low motivated

S. No.	Description	No. of Respondents
1	Highly motivated	14
2	Moderately motivated	37
3	Low motivated	09

Different workload theories show how workload has its impact on different employees. Therefore, it cannot be predicted if each and every employee will prove the same productivity. Even in high workload, few employees perform extremely well. Sometimes, employees do not perform up to the mark under high pressure. Thus, it is difficult to assess as to how and individual treats work pressure and workload.

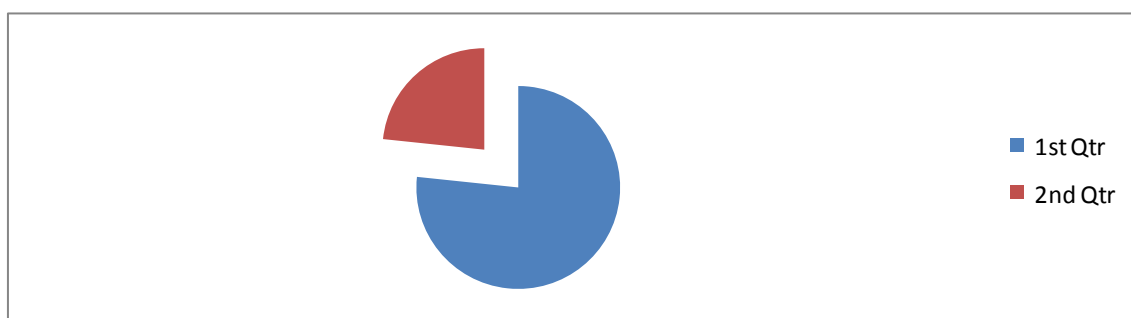


Q.7. Do you get any formal feedback for your performance?

- Yes
- No

S. No.	Description	No. of Respondents
1	Yes	46
2	No	14

When an organisation uses performance management as a tool to monitor the performance of its employees, it should also be notified to them as to how good their performance is. It is observed that a major number of respondents have said that performance management is also a source of motivation. Therefore, it is inevitable to say that it is necessary to reveal to respective employees how their performance has been.

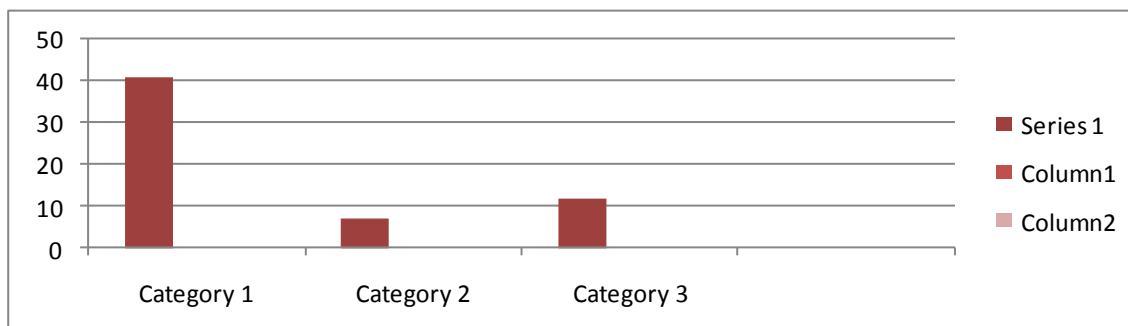


Q.8. What encourages you the most to improve the quality of your work?

- Monetary reward
- Word of appreciation
- Rewards & benefits

S. No.	Description	No. of Respondents
1	Monetary reward	41
2	Word of appreciation	07
3	Rewards & benefits	12

As seen above, it can be clearly seen that most employees say that the motivational factor which mostly encourages employees to perform better is that of monetary reward. Other factors of motivation are referred to by a few respondents only.

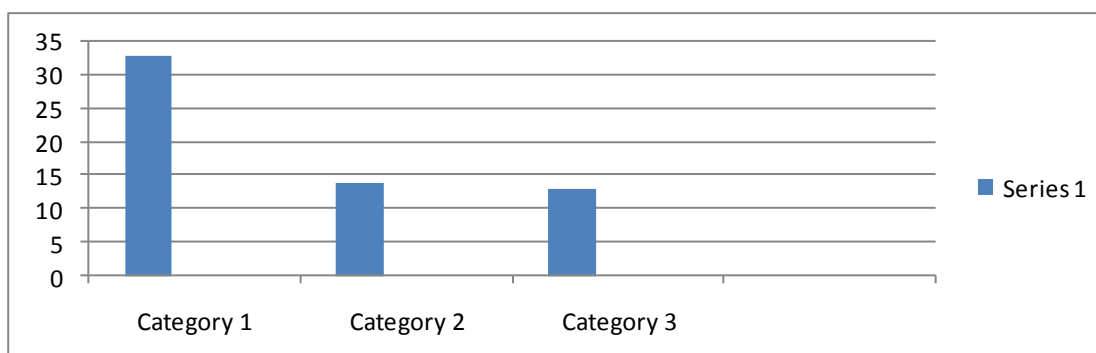


Q.9. How well do you think these motivators help you improve the quality of your work?

- High
- Moderate
- Low

S. No.	Description	No. of Respondents
1	High	33
2	Moderate	14
3	Low	13

Different motivational factors help employees improve their quality of work. Different employees need to be motivated in different ways. As seen in the above table, monetary benefits which are deemed to be the best motivators, help employees to improve the quality of their work and hence enhance their productivity.

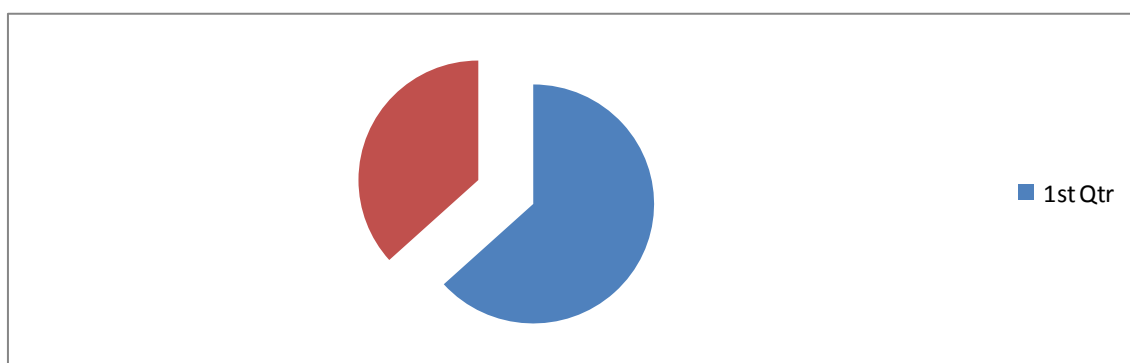


Q.10. Does the organisation take proper steps to improve your performance, if found not up to the mark?

- Yes
- No

S. No.	Description	No. of Respondents
1	Yes	38
2	No	22

38 respondents believe that organisations take proper steps to improvise performance by providing a proper feedback to all employees. This not helps employees to improve the quality of their work but also enhance productivity.



DATA INTERPRETATION:

The above questionnaire was designed to find out the impact of motivation on the employees of 3 organisations in a short and simple manner. The questions aimed at finding out the impact of performance management and motivation on employees.

The study reveals that performance analysis of every employee is highly essential to assess the work quality and improvise it in a parallelly. Also most employees are motivated by monetary benefits. This is a source of motivation by extrinsic way and therefore, it can be said that X and Y theory of motivation is fulfilled in most cases of employees where both internal and external motivation are equally important.

It is also pertinent to note here that employees are also keen to know the analysis of their performance through sources of feedback. Thus, employees are not afraid of competition but possess a positive attitude towards the entire process of performance management. Thus it is also the responsibility of the organisation to keep up to the expectations of its employees and perform the entire process without any bias.

LIMITATIONS OF THE STUDY:

- The study as limited as the scope was limited only to a few employees.
- The questionnaire was designed to fulfil only a few areas and therefore has a lot more to cover which can be studied in detail.
- Motivation is a subjective concept. Respondents may not necessarily prefer the options given in the questionnaire.

SCOPE OF FURTHER RESEARCH:

The paper has made a mention of workload. Workload analysis is a wide array which covers too many topics at a large. But workload analysis is not an easy study. It consists of various factors like designation, remuneration paid, time offered, resources provided, personal skills and qualifications, stress handling capability, etc. Therefore, there is too much scope for researchers to extend the study on different factors.

CONCLUSION:

After studying these few factors of motivation it can be said that, maximum number of employees are motivated by means of monetary benefits. Thus it is important to inculcate the value of intrinsic motivation amongst employees so as to enhance productivity and encourage production. It is also inevitable to note that even after too much performance assessment techniques being used, employees take it positively and demand for a feedback. This proves the statement of survival of the fittest.

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