

Various Motivational Factors and Its Impact on Employees' of Retail Sector in Pune Region

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ABSTRACT

This study investigates the employee motivational factors and its effect on employees of retail sector. The questionnaire used was designed to focus on various motivational factors and its relational impact in Retail sector employee. Employee Motivation matters more than productivity since motivated employee can deliver higher level of outputs. The quantitative research is conducted in 3 various leading retail stores focusing the customer care staff who are backbone of retail store.

It was majorly observed that employees are also equally motivated by intrinsic motivation factors as by extrinsic motivational factors and are keen for self-development for better future prospects. Majority feels connected with the company and loyal as long as company is giving them space for self-development. It was found that growth & development activities motivate the employee to great extent. Positive work environment and rewards & recognition are much desirable by the employees.

This paper concludes that the best motivational factor for an employee in retail industry is self-development and self-growth. This paper also suggests that for an employee, monetary benefits like salary and increment is not the only prime motivational factor. Organizational policies & practices also increases the work motivation when framed to satisfy the employees' necessities. So nowadays the employer should consider the various motivational factors for better retention of talents.

Keywords-Various motivational factors; employee satisfaction; organizational culture; self-development;

I. Introduction

The Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. It accounts for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the employment. India is the world's fifth largest global destination in the retail space.

The Retail business is the quickest developing industry and with FDI entering in India, numerous players come up as a contender to one another. They all have practically comparable item, cost go, destination reachability, great fierceness of item accessibility and comparable client decisions. The main asset that creates the difference is customer representative or staff. Thus, in association to have competitive advantage it is imperative to concentrate on this incomparable asset which is Human Resource.

It is seen that in retail industry, the youth (age: 20 years – 32 years) comprises as significant working staff on the floor. This staff is either seeking job while pursuing their graduation and have other constructive career plans or they simply finished their studies and looking further to retail industry as a check point to gain experience.

Such period of professional life is generally critical. The new joiners are loaded with vitality and energy. They love work related challenges and have craving to learn. At the same time the Individuals who age 32+ years are searching for professional stability, assignments, pay increment, growth etc. For any organization to accomplish its vision and mission, it is crucial to concentrate on accessible assets.

With comparable circumstance at all retail locations, if organization is looking forward to increase productivity, employee motivation is the key to success. Application of motivational practices is changing the way and thus has significant implications on organizations for managing their human resource functions.

Since long, organizations regardless of size or industry require employees who are motivated to function effectively. To state it fundamentally, the success of an organization in accomplishing its strategic business goal depends intensively upon employee's productivity. Sadly, Employee Motivation is the most ignored part of retail industry.

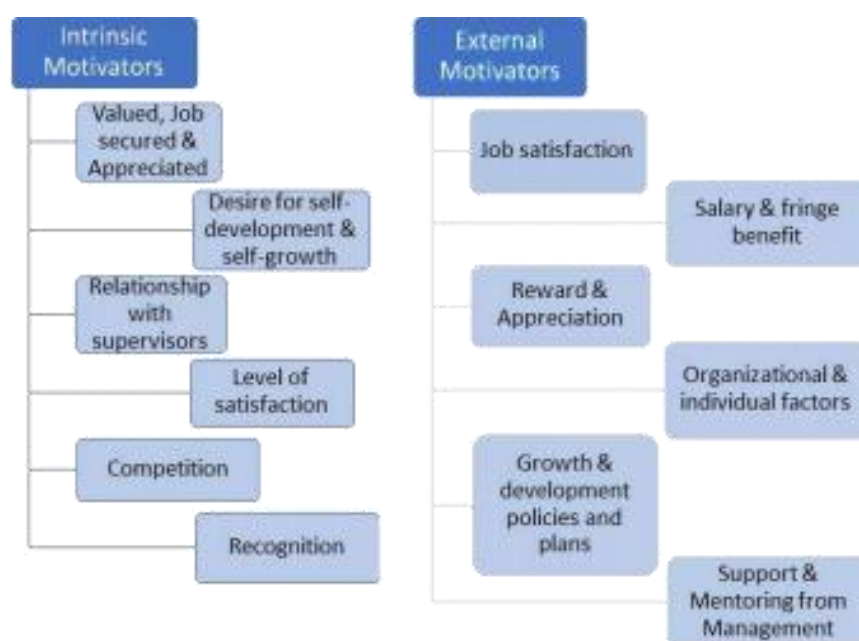
So, this study focuses on various motivational Factors and its impact on retail sector employees. It is crucial to first identify the factors influencing performance.

Various researchers have put forth the definitions for motivation based on different aspects. Scott defines, "Motivation means a process of stimulating people to accomplish desired goals." According to another researcher, Edwin B Flippo, "Motivation is a process of attempt to influence others to do their work through the possibility of benefit or reward. According to Robbins S.P., "Motivation is a willingness to exert high levels of effort toward organizational goals, conditioned by the effort and ability to satisfy some individual need." High motivation in employee results in employee involvement & job satisfaction resulting in less absenteeism thus secure a high level of performance and enhances efficiency & productivity. Employee Motivation matters more than productivity since motivated employee can accomplish the immaculate statures. Exceptionally motivated staff can go additional mile to make client delighted. Motivation is straightforwardly corresponding to Job and work.

Majorly, the motivational factors can be delegated as extrinsic & intrinsic motivation factors. Extrinsic motivation factor comprises pay, fringe benefit, rewards, position etc. The intrinsic motivation factor comprises the craving for self-development, to exceed expectations, the need to prove oneself, different boosts to excel etc.

Boston Research Group and Motivation Factor started an investigation which shows that 55% of employee's engagement is affected by extrinsic motivator, while 45% is affected by intrinsic motivator. In other words, if the organization is focusing to achieve its business goals, then it should equally focus on motivational needs of employees & make sure that employee should be highly motivated.

As researchers observed that every retail employee is at a different stage and situation in their lives, so they need different management techniques and have different motivational factors affecting them to succeed. In lieu of that, following motivational factors are considered for this research work.



II. Literature Review

Srirupa Banerjee (2015) This study focuses on importance of mentoring on employee motivation, career development and employee retention. The study identifies Organizational Perception and Individual Perception as the key factors for employee motivation. Mentoring has a strong impact on employee motivation, career development and retention. It is observed that mentoring elements like model, teach, empathize, organize, nurture, inspire, respond, network and goal set are most important in development of subordinate. Suneetha Naisa (2017) This study discusses about how to motivate employee at work place & how employers can apply Motivational theories & factors to ensure

happy and motivated Employees. It also studies the various techniques to motivate employees and its effective Implementation at workplace. It is very crucial for any organization to have productive employees. The researchers have tried to find out the solution to the problem - what truly motivates a person to work - salary? or Work Culture? Salary can not be the only driving factor but in order to keep the employee motivated, Employer should be empathetic towards them, & treat employees as valued, make sure the environment feel better, reward them with benefits etc.

Amirkhani (2010) studied the relationship between employee motivation and Management. It was assumed that if the employees 'health-motivational needs or extrinsic motivational factors (e.g., supportive leadership, cooperation and synergy of manager and peers, reward and recognition, job security, salary, creativity, and innovation, physical conditions,) are met, it will lead to the customer satisfaction. Accordingly, 150 employees and 50 customers were surveyed using Herzberg 's two-dimensional model (health-motivational factors). The result concluded that the impact of motivational factors on employees 'performance and customer satisfaction is much greater than health related factors. Hence concluded that about 34% of the customer satisfaction variations will be attributed to employees 'motivation which improve employees' performance and motivate them to raise the service quality to the customers. Vioasami et al. (2001) conducted a research on the factors prompting employee motivation and derived the relationship of decision making, communication skills, interpersonal relations, crisis management, conflict management, error management, reward management trust, supervision, risk-taking, and guidance with the motivational climate in the organization in the viewpoint of employees. The results concluded that motivation of employees will be increased if they participate in decision-making process. These six components, impacts the employee's motivation mostly: development, dependence, progress, attachment, control and expertise. Daschler and Ninemeier (1989) did a study and investigated what employees looks from the work environment. Their discussion focuses on employee-related concerns that can relate to strategies of employees' motivation.

- Employees come from different demographic; they have different education background with experiences varies.
- The major interest of employees is to satisfy their personal needs, desires, goals and ambitions.
- Every employee wants to fulfil his basic needs, related to survival and security and a desire to belong, and to be self-fulfilled.
- Most employees want
 - a. fair and consistent organizational culture & policies
 - b. trust worthy management they can respect;
 - c. Cordial relationships with managers and peers;
 - d. Salaries as per market standards and healthy working environment;
 - e. Job security; etc.

III. Objective

Based on the above significance, following is the objectives of this research paper.

- 1) To explore the various motivational factors which affect employee's performance.
- 2) To study how organizational & work culture affects the employee's motivation.
- 3) To study how employees desire for self-growth & development affects motivation at work.
- 4) To study how supervisor, teammates & working environment affects motivation.

IV. Research Methodology

A. Sample Design

While research, it was almost always impossible to study the entire population. Hence the researcher used samples as a way to gather data. This sample is the subset of the population being studied. It represents the larger population and is used to draw inferences about that population. Employees from leading retail departmental stores of same category are targeted for this survey. The respondents age is between 20 years to 40 years with designation from a floor staff and team leader to department manager. They are part of the current organization from at least one year.

The data is collected through the administration of a structured questionnaire with a sample of 100 employees from Retail sector in Pune, India. These organizations are customer's first choice departmental stores. The researcher used both primary and secondary data sources. The research instrument used for collecting primary data was close ended Questionnaire.

B. Primary data

The primary data was collected by distributing the Questionnaires. The study depends more on the primary data since the research work is about motivational factors apart from salary with dependent variable as individual attitude, organizational culture, growth & development opportunity, leadership & management, mentor & reporting manager's cooperation, work life balance and job satisfaction of the employee.

C. Secondary data

Secondary data was collected from journals, articles, research papers using the web. It refers to the information and facts already collected either published or unpublished. *Statistical Tool:*

Statistical analysis will be done by using Microsoft Excel worksheets for construction of graphs, data bar charts, percentages based on frequency of data.

The questionnaire has five parts which was used for different variables of the study:

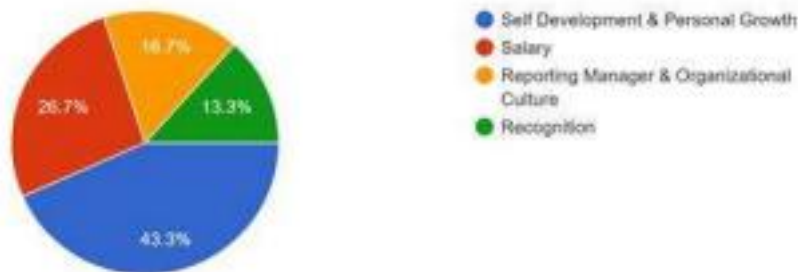
1. Part A - Demographic details
2. Part B – Organizational & Work Culture
3. Part C – Relation with Supervisor & Team mates
4. Part D – Growth & Career Development
5. Part E – Reason for attrition

V. Data Analysis & Data Interpretation

A. Organization & Work Culture

1. Most important motivating Factor for an employee in retail sector

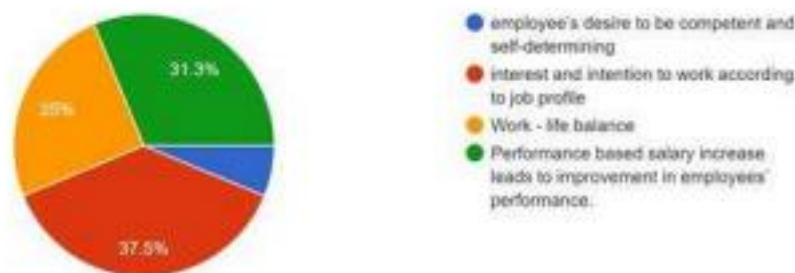
Which is the most important Motivating Factor for an employee in today's competitive Retail sector.



According to the survey, 43.3% employees feel that Personal growth is the most important motivating factor. 26.7% employees feel salary as the most motivating factor. Few, 16.7% feels that Reporting manager & Organizational culture is the motivating factor for them. However, 13.3% looks recognition as the motivational factors.

2. Individual factors increase the work motivation

According to you, Which INDIVIDUAL FACTORS increase the work motivation



The individual factors which increase work motivation differ from person to person based on their family background, Financial status, age, designation etc. Surprisingly the respondents have shown different preferences. Higher weightage is given to 3 various factors namely (1) employees interest & intention to work according to Job Profile (2) Performance based salary incentive (3) Work – life balance. At this place the respondents are proving true The MacGregors Theory X & Y. It says that 37.5% of employees thinks that if the job profile is of their interest and liking, they feel connected and become achievement oriented, can direct their own behavior for their own development, takes responsibility of the work done and in turn will work for betterment of their organization. Similarly, as salary is the fixed monthly part, Performance linked monetary benefit also plays a major role. Study reveals that for 31.3% employee, this benefit is a constant motivator. If they know that by achieving the target, they will be entitled for monetary benefit, they will try to achieve the target. Employees feel motivated if they can manage their professional & personal life perfectly. If the organization have a good work-life policy & practices, this results in lower rate of absenteeism, increased productivity, High performance linked bonus results in high motivation of employee and ultimately results in high retention.

They are motivated when they can fulfil their desire to be competent as per corporates world requirement & follow their dreams. Similarly, they happy to become the strategic fit for the job role.

3. Organizational policies & practices increases the work motivation

According to you, Which ORGANIZATIONAL PRACTICES increases work motivation



An organization can satisfy the employee by giving adequate training, hefty salary, but to motivate him to excel in work, employee feel that organizational practices play a major role. The leadership quality and team building

skills and healthy and transparent work environment ensures that the employee is well motivated in the organization. It is essential to have a reliable and transparent work environment. Company will learn, succeed and grow if employees express their opinions and show that they care about the brand and team fearlessly.

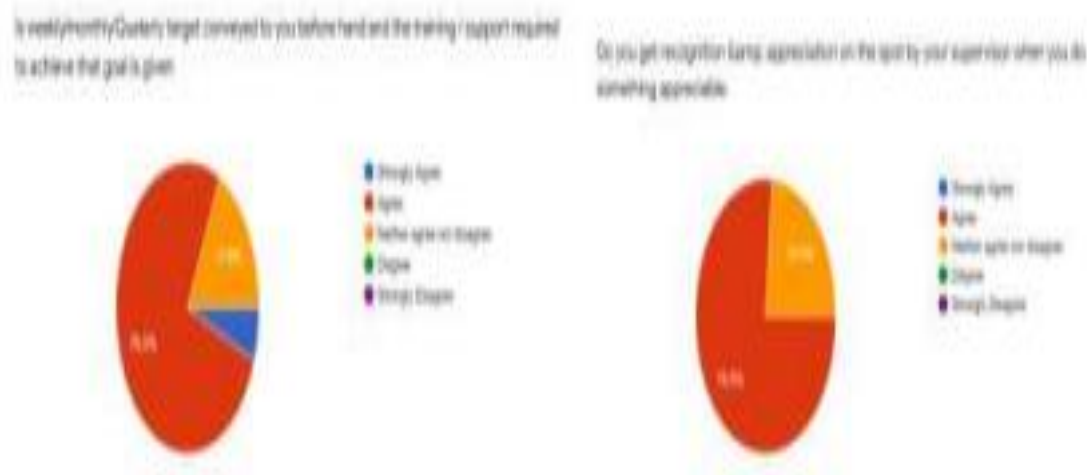
The 3 things should be focused more-

- 1) mutual respect between the employer and employees;
- 2) goodwill and trust; and
- 3) clear and consistent communication.

An optimistic & constructive work climate leads to an optimistic & constructive workplace culture which, enhances overall performance, commitment and engagement of employees. Motivated & satisfied employees not only contributes to create amiable workplace but also improves customer service. As a consequence, a healthy & transparent work environment not only improves productivity and employee well-being but also improves customer satisfaction.

Transparent organizational communication is a process that generates trust and credibility (Rawlins, 2009), which potentially drives employee engagement. Transparent organizational communication is an organization's deliberate information dissemination coupled with employees' active participation in information acquisition and information distribution, in a manner that is truthful, substantial, and complete, for the purpose of holding organizations accountable for their business practices and policies (Stirton& Lodge, 2001). Transparency is only meaningful when it provides information relevant to the employees about their organizations' actions and decisions, and organizations invite their employees to participate in identifying, acquiring, and dis-tributing information.

4. Supervisor & intermediate boss



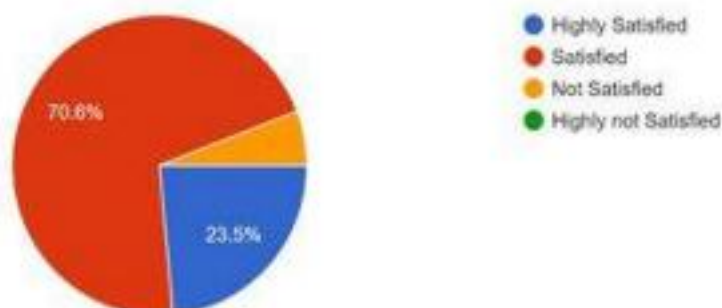
Employee spent their major time at retail store. Their relation with the supervisor & team members is a key to high motivation. As earlier data shows that personal growth and salary are the most important motivating factors. Supervisor plays a vital role in both these aspects. Usually, salary structures at retail companies are performance linked.

Mostly this target sheet is shared with employees at the start of the month and weekly/fortnightly follow up is taken by supervisor. An employee can get maximum PLRS when he has all the tools with him. So, the monthly target should be conveyed beforehand. Also training or support should be provided as and when required. Study says that 21.4% didn't get the support from supervisor which affect their motivation and ultimately less target achievement & less salary.

Also, On-the-spot recognition and appreciation by the supervisor shoots the motivation level. The level of performance of the employees depends on the other factors as well, i.e., work pressure and the competency of the supervisor\immediate boss of getting the work done. These factors directly uplift the motivation of the team member.

5. Level of Satisfaction with working culture of the organization

Rate your level of satisfaction with working culture of the organization

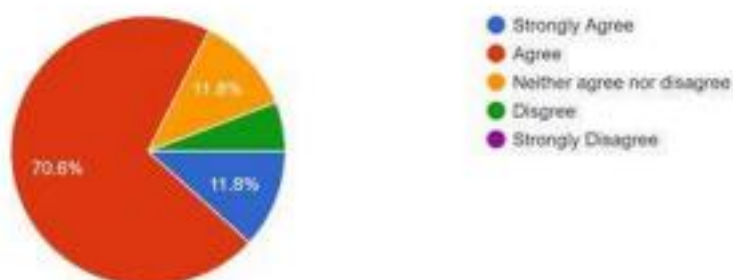


Around 70.6% respondents said that they are happy & satisfied with the working culture of the organization. This working culture comprises work life balance, good salary, fair performance linked bonuses, good relations between superior and subordinate, among peers etc.

Job satisfaction is employee's emotional ability related to good and bad aspects of job experiences Locke (1969). Organizational culture is important element which highly influences the employee commitment, job satisfaction and employee's retention. The organizational culture impacts positively or negatively on these three variables and considered as the base for performance of any organization. If the organizational culture is positive, it will enhance employee's commitment, job satisfaction and so will increase the employee motivation.

6. Growth & career Development

You are well aware about the organization's career development and growth systematic program.

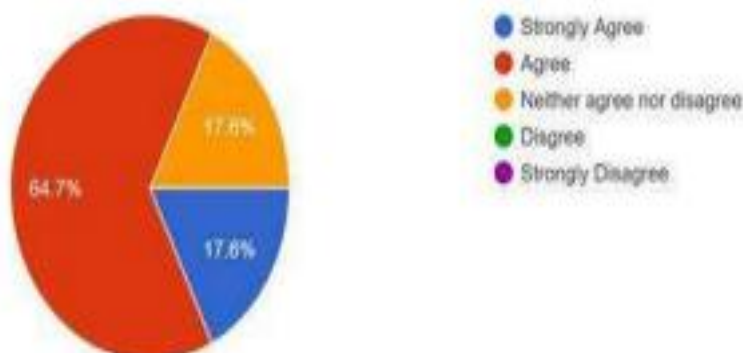


A clear growth development plan for employees acts as a booster of employee motivation. Awareness of employee's growth and career development is equally important as having plan or policy.

Organization should have a growth & career development policy and the employees should know about it. Usually, Employees prefer and likes to acquire new skills and learn while at job. A sense of belongingness develops when they observe that their organization is investing time and resources to train them. Staff training & development is crucial for taking the best out of employees. Employee growth creates a learning culture in the organization where every employee is motivated to acquire new skills and gain new knowledge. Self-analysis and self-benchmarking are attainable when employee develops himself/herself.

7. Mentor helps in developing skills

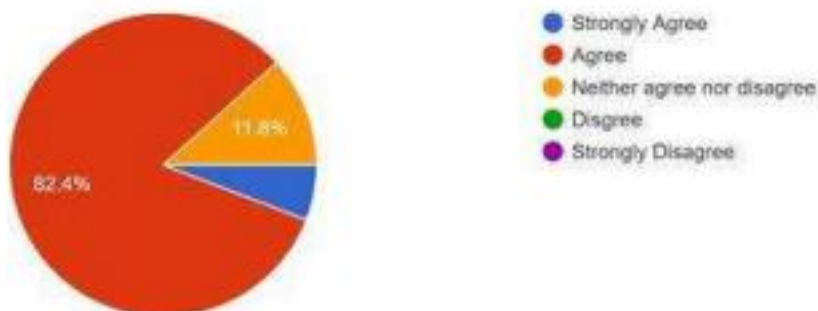
Does your boss mentors you to develop the skills required for your career development



This is again a big motivation factor. As we have seen earlier that employees are eager to excel & grow within organization. While doing this if the employee gets the mentors guidance, it increases his performance & motivation to work for the organization. Mentoring also includes coaching and giving feedback. No matter how good an employee is, he/she needs to have a clear direction on how to improve skills, and therefore advance the career. Thus, the majority of employees seek out feedback, so discussing personal career growth is a way to get a better understanding of necessary knowledge and skills. Moreover, it motivates employees for learning and development.

8. Employee is motivated to develop self

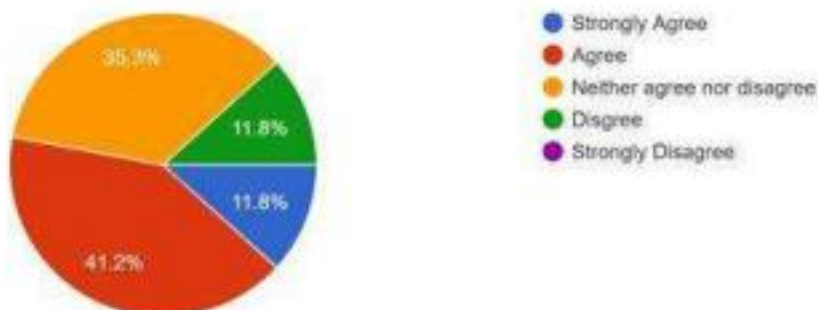
Have you adopted new strategies \ rolepath to improve yourself.



82.4% are aware and have strong desire to grow so they are consistently focused on adopting new strategies or role path to improve themselves without expecting others to guide them or mentor them. They are self-motivated and knows very well that if they wish to grow, they have to amplify their ability and develop themselves. 11.8% seems neither agree nor disagree as these employees either don't have desire to grow up may be because of comfort of designation, favorable working condition or fear of new challenges.

9. Company provides opportunity to undergo the on-the-job training

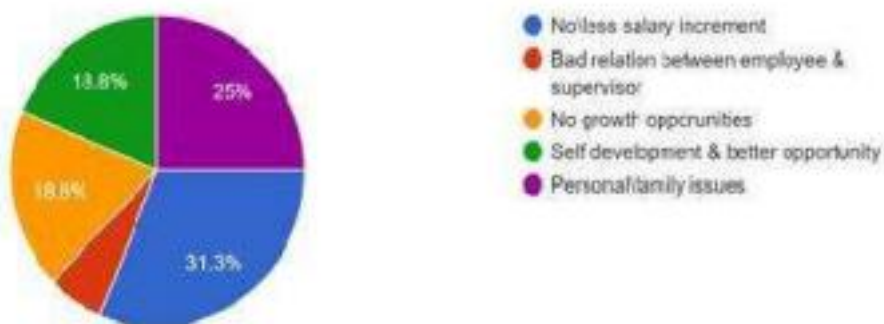
Do you undergo on the job training frequently and apply it during work.



Majority of employees i.e., 41.2% feels that company provides them opportunity like on the job training within or different department where they can learn new skills which will be beneficial for their current job or for the next level job. 35.3% employees say they will neither agree nor disagree with this because either they are overloaded with their existing targets and departmental responsibilities that they did not get time to attend another on-the-job training or company is just comfortable letting them do the current job and self- developing themselves while remaining in same job profile

10. Work Experience in Past company and reason to leave

Reason why you left last organisation.



Today's era is ruled by millennial's who are faster and have the desire to succeed. Although the survey says that 38.5 % people left the last company for the monetary reason. But on the same hand, a good share of 30.8% people left for personal issues such as self-development and better career prospects.

Also, on the same hand, when an employee wishes to join new organization, his major interest is always to learn new skills and upgrade self. These internal motivational factors show that if the same opportunity of upskilling is provided in current organization, there are chances that the employee may stay back.

11. Organizational parameters that attracts outside talent

What factor motivates you in this organization which was not present in previous organization



When asked about what factor motivates to be in this organization, 50% people believes that they joined the current organization as they have scope to learn new skills and upgrade self. It again proves that self – development and upgrading self is the most preferred motivational factors. The talents, apart from salary hike, prefers those organizations who have scope to learn new skills and upgrade self.

B. Findings

So, after considering the motivating factors impacting the employee's performance, when the employees were asked regarding the intensity of the factors affecting their work, following things are observed.

- 50% respondents feel that pay & allowances directly motivates them.
- 29% of millennial generation respondents Strongly Agree that Growth & developmental activities motivate them whereas 36% feel that it mostly affects them.
- 36% respondents strongly agree that positive work environment increases the work motivation whereas another of 36 % feels that work motivation is mostly affected by work environment.
- 50% of employees feel that rewards & recognition mostly motivates them to achieve the departmental target.
- 36% employees feel that their performance & Loyalty is averagely affected by supervisor's behavior.
- 36% employees feel that their performance & Loyalty is mostly affected by peers and colleagues they work with. It shows that majority of the work time is spent with the Peers and colleagues. Having good relations with them results in happy surrounding and enthusiasm.
- 36% of employees feels that performance & Loyalty is strongly affected by Performance Linked Reward System and Rewards and Recognition.

VI. Conclusion

Motivated employee is a valuable asset, who can deliver immense value to the organization in maintaining and strengthening its business and revenue growth. This paper concludes that employee motivation is an esteemed and significant area; however, reporting managers and supervisors must value it and synergize it to achieve business goals. To understand employee's motivational factor, managers must recognize the importance of employee motivation, its concepts, and different kind of individual needs based on their demographic, financial & psychological necessities. Subsequently managers need to be aware about various employee motivational factors

and the changes in these factors with time. Moreover, managers need to learn previous or current motivational practices so that they can implement them to match the employee expectation.

The findings of the study will not only be beneficial to the staff of the retail but also to every department manager. Thus, it will be beneficial to the individual level as well as store Level. Employee retention and the employee motivation are interdependent. Efficient and productive employees can be retained effortlessly if they are motivated. To achieve this the employer should focus on factors; - (1) Fair Pay & allowances (2) should change the HR practices with changing millennial generation and should equally focus on growth & development of employees (3) Healthy & positive work environment (4) Reward and recognize the performers (5) Cooperative supervisor's and colleagues' behavior for better performance & loyalty of employee.

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