
MEASURES ADOPTED IN NEPALESE ORGANIZATION TO MOTIVATE EMPLOYEES

*Narayan Prasad Aryal**

Abstract

There is a growing concern for motivation these days because every organization feels needs to use its human resource at optimum level. There have always been issues to identify what factors motivate the employee? Is it financial or non-financial? What should be the proportion of financial and non-financial? What do people prefer in the organization while they work? These have been the major issues this article discusses and tries to answer. The sources of data are primary and secondary. The literature is critically analyzed.

Keywords: *motivation, motivational measures*

Introduction

No people work unless he/she wants to work. This was realized in mid-20th, so many scholars strive to develop theories and principles to motivate the people at work. For instance, Maslow's hierarchy of needs (1943), Herzberg's two-factor theory (1959), and Vroom's expectancy theory (1964) came out as the emerging theories of that time. It is Herzberg (1959), who defined employee motivation "as performing a work-related action because you want to". Several theories have come out now; the examples are goal-setting theory, recognition, etc.

The need for this study related to motivational issues is felt for various reasons. The investments to the organizations are billions in rupees and dollars. There are several thousand organizations in the country and millions work there. Billions of dollars are spent in human resource management. So any study made to these areas is not worthless from the perspectives of the country, society, and individuals. Such studies have been essential for time to help the people, society, and nation.

Statement of the problem

These days 'no performance' or 'under performance' of the organization has been the topic of the talks of the town. What is the role of the HR department in motivating employees, what motivates the employees, what are the reinforces to reinforce the people working in the organizations, how such reinforcement should be provided, when such reinforces should be provided, which department of the organization should take responsibilities, etc. as these are the burning issues in the area of motivating the employees? Some literature is available on the issues but they address the situation elsewhere rather than of Nepal and if some are available, they are the literature prepared long ago. This is exemplified in the literature review part of this article in brief. Whatever literature is available mostly addresses the issues outside the country; therefore the researcher has felt the need of carrying such research. Basically, in the country Nepal,

* Assistant Professor of Saraswati Multiple Campus (Management Faculty), Tribhuvan University, Nepal

indifferent sectors, this type of researches addressing motivational issues has not been done earlier. So this study is forwarded.

Objectives

The objective of this research is to investigate what is the status of different motivating factors in motivating the human resources involved in Nepalese organizations.

Research questions

The researcher wants to know how Nepalese organizations are making efforts to motivate employees. What is the status of salary, employee participation, promotion, leave, motivational talks, and recognition in the organizations?

Review of literature

A review of some of the recent literature was done for this study.

Razi and Maulabakhsh (2015) have found the working environment as an important factor to maximize the level of employee job satisfaction.

Bista (2016) finds that pay, promotion, job safety and security, relationship with coworkers and supervisors are the top most influencing factors.

Hoque and Raihan (n.d.) revealed job autonomy, promotional opportunities, job security; salary fringe benefits have a positive relationship with overall job satisfaction.

Ramesh and Malika. (2010) revealed the positive relationships among organization commitment, job involvement, and quality of work-life, organization climate, income, and job satisfaction.

Yasir and Fawad (2009) found a pay system, reward, promotion opportunities, and relation with coworkers and boss as motivating factors.

Hunjra, Chani, Aslam, Azam, and Rehman (2010) found the effect of the HRM practices like teamwork environment, leadership behavior, and job autonomy in job satisfaction.

Agbozo, Owusu, Hoedoafia, and Atakorah (2017) investigated that good communication and relationship has a positive relationship with the employee satisfaction.

Research gap

The literature review suggested as these researches were carried out in different sectors abroad, however not conducted in the country, But we need the knowledge of Nepal.

Conceptual framework

The conceptual framework made on this study is given in figure 1

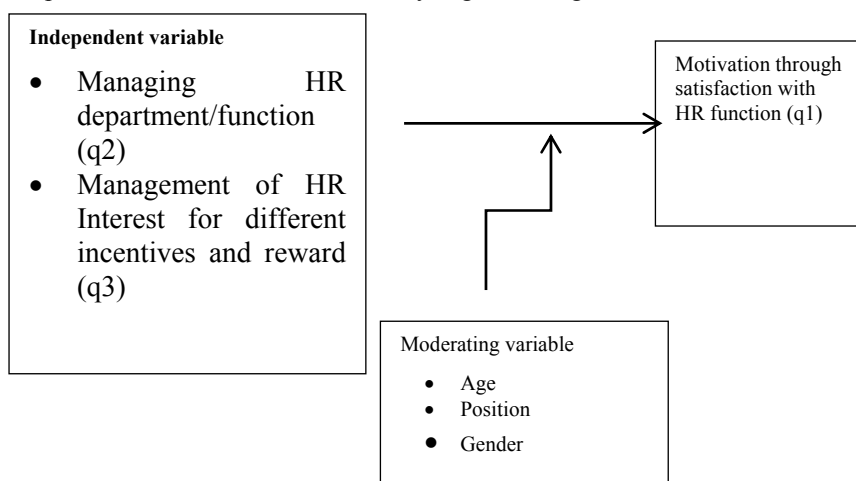


Figure 1: Conceptual framework

Hypothesis

The following hypothesis was generated in this study

H0= there is no role of the HR department in the motivation of employees

H0=there is no relation of management interest to employee motivation

H0=there is no role of age to the motivation of employee

H0=there is no role of position to the motivation of employee

H0=There is no role of gender in the motivation of employee

Methodology

1. The research design is quantitative, both primary and secondary data were used as sources of information.
2. Participants constitute 100 respondents selected from a different organization. All are key personnel.
3. A senior member of the organization as far as possible, if not available then junior member were taken for collecting information it is because junior members have not socialized and understood the organization and little knowledge regarding what the organization is doing.
4. The instruments used were semi-structured questionnaires.
5. The questionnaire constitutes 9 questions with sub-questions related to what are the practices of motivating, and what they prefer.

6. Data were described and analyzed with the help of a respondent table, descriptive statistics. Respective tests were carried out as per necessity to test the hypothesis.
7. Research ethics were maintained by following due procedures of research.
8. Reliability is maintained with Cronbach's alpha.

Limitation

This study is based on 100 respondents sampled from different organizations. Valid generalization is possible only after extensive research with very large samples. It is well established in sampling theory that the larger the sample size the lesser the errors in estimates, which lead to approximate estimates parameter from the statistics.

Results and discussion

The profile of the respondents is displayed in Table 1.

Descriptive analysis

Table 1:

Descriptive statistics of age, gender, and position

Age			
Values	Respondent	Percent	Cumulative Percent
15-20	3	3.0	3.0
20-25	21	21.0	24.0
25-30	15	15.0	39.0
30-35	15	15.0	54.0
35-40	13	13.0	67.0
40-above	33	33.0	100.0
Total	100	100.0	
Gender			
Male	85	85.0	85.0
Female	15	15.0	100.0
Total	100	100.0	
Position			
Non-officer	25	25.0	25.0
officer	75	75.0	100.0
Total	100	100.0	

Table 2
Descriptive statistics of respondents

		Statistic	Std. Error	
Age	Mean	4.1300	.16493	
	95% Confidence Interval for Mean	Lower Bound	3.8027	
		Upper Bound	4.4573	
	5% Trimmed Mean	4.1778		
	Median	4.0000		
	Variance	2.720		
	Std. Deviation	1.64933		
	Minimum	1.00		
	Maximum	6.00		
	Range	5.00		
	Inter quartile Range	3.00		
	Skewness	-.212	.241	
Position	Mean	1.7500	.04352	
	95% Confidence Interval for Mean	Lower Bound	1.6636	
		Upper Bound	1.8364	
	5% Trimmed Mean	1.7778		
	Median	2.0000		
	Variance	.189		
	Std. Deviation	.43519		
	Minimum	1.00		
	Maximum	2.00		
	Range	1.00		
	Inter quartile Range	.75		
	Skewness	-1.172	.241	
Kurtosis	-.639	.478		

Source: Researcher

Based on the statistical analysis it is concluded that age and positions of the sampled data are not normal based on the commonly held belief of skewness. For instance, if the coefficient of skewness is less than -1 or greater than 1, the data are highly skewed. It is agreed that skewness. To be symmetrical f the skewness should be between -0.5 and 0.5, the data are fairly symmetrical.

Satisfaction with HR Department (department looking after human resource issues primarily)

To the question are you satisfied with the support from the HR department? The respondent's answer is displayed in Table 2. The majority of the employees seem satisfied. 65 stated satisfied and 6 stated strongly satisfied. Therefore, altogether 71% answered satisfied.

Table 3

Satisfaction with HR Department

Statement	Frequency	Percent	Cumulative Percent
Strongly dissatisfied	1	1.0	1.0
Dissatisfied	6	6.0	7.0
Neutral	22	22.0	29.0
Satisfied	65	65.0	94.0
Strongly satisfied	6	6.0	100.0
Total	100	100.0	

Source: Researcher

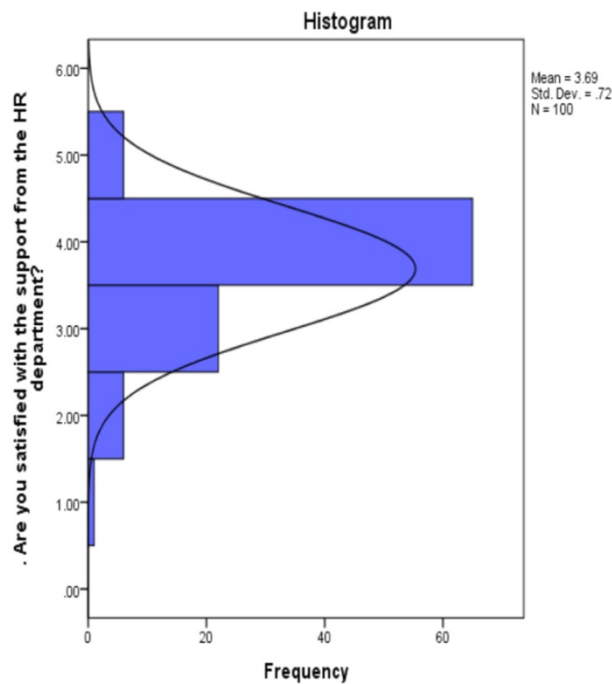


Figure 2: Satisfaction from the support of the HR Department

To the question is management interested in motivating the employees? The answers are displayed in Table 3.

Management interest towards satisfying employees

Majorities seem agreed by 44 % and 27 % stating agree and strongly agree respectively.

Table 4:

Agreement towards management interest to motivating employees

	Frequency	Percent	Cumulative Percent
Strongly disagree	1	1.0	1.0
Disagree	4	4.0	5.0
Neutral	24	24.0	29.0
Agree	44	44.0	73.0
Strongly agree	27	27.0	100.0
Total	100	100.0	

Source: Researcher

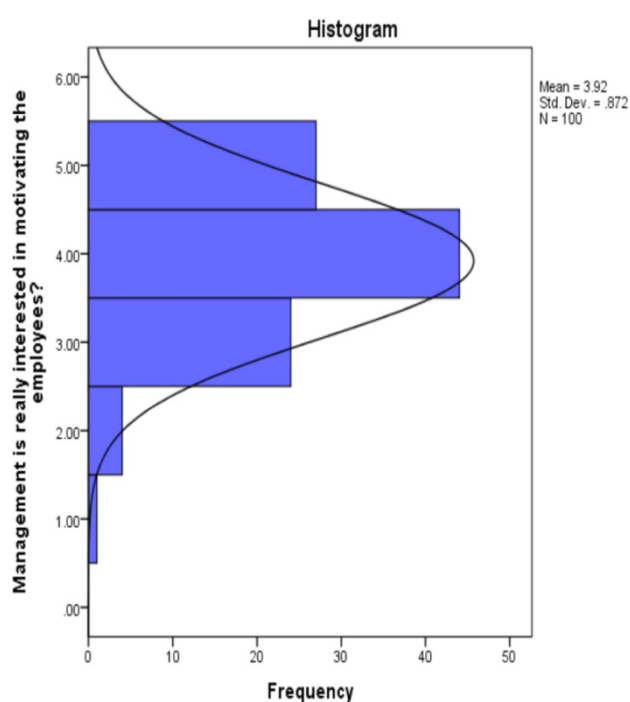


Figure 3: Management interest for motivating employees

Types of employees' incentives motivated employees

To the inquiry which type of incentives motivates you more? The answer is displayed in Table 4

Their answer favored "both" (financial and non-financial) by 80%, however, the numbers of respondents who are motivated by financial incentives are nearly double that of the non-financial incentives.

Table 5
Types of incentive which has motivated employees

	Frequency	Percent	Cumulative Percent
Financial	13	13.0	13.0
Nonfinancial	7	7.0	20.0
Both	80	80.0	100.0
Total	100	100.0	

Source: Researcher

Level of satisfaction given by incentives

To the inquiry how far you are satisfied with the incentives provided by the organization? The answer is displayed in Table 5. The Table shows that 43% are satisfied and 10% strongly satisfied. 41% of respondents stated neutral in this connection. This means around half of the respondents are not satisfied with incentives, provided by the organizations.

Table 6
Level of satisfaction with the incentives

	Frequency	Percent	Cumulative Percent
Dissatisfied	6	6.0	6.0
Neutral	41	41.0	47.0
Satisfied	43	43.0	90.0
Strongly satisfied	10	10.0	100.0
Total	100	100.0	

Source: Researcher

Status of different aspects of motivation

Opinion of respondents about different aspects of motivations

Table 7 displays the ratings of existing human resource management functions to be motivating. The statement that received highest is a good relation with coworkers, support from the co-worker, performance appraisal, respectively were ranked on top 3 by mean of 4.34, 4.24 and 4.29. These are followed by performance appraisal activities, job security, company reorganization to knowledge and performance employees do, like 4th, 5th, and 6th.

Table 7: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Reasonable periodical increase in salary	100	1.00	5.00	3.6600	.97670	-.661	.241	.232	.478
Job security exist in the company	100	1.00	5.00	3.9100	1.04538	-.629	.241	-.338	.478
Good relationship with co-workers	100	2.00	5.00	4.3400	.60670	-.605	.241	.963	.478
Effective performance appraisal system	100	2.00	5.00	3.7100	.87957	-.120	.241	-.718	.478
Effective promotional opportunities in the organization	100	1.00	5.00	3.6000	1.05409	-.507	.241	-.192	.478
Good safety measures adopted in the organization.	100	1.00	5.00	3.5200	1.03942	-.522	.241	-.008	.478
Performance appraisal activities are helpful to get motivated	100	1.00	5.00	4.2400	.84232	-1.103	.241	1.358	.478
Support from the co-worker is helpful to get motivated	100	1.00	5.00	4.2900	.75605	-1.256	.241	2.847	.478
Company recognize and acknowledge your work	100	1.00	5.00	3.9100	.94383	-.700	.241	.047	.478
Valid N (listwise)	100								

Employee ranking towards motivational measure is displayed in Table 7. This type of analysis was done by Herzberg in 1958. At that time motivational factors like Recognition got priority in ranking. But this is the opposite, these days hygiene factors become important to the employees. The Table displays the preferences as follows: leave, motivating talks, and recognition. This means employees do not want leave but salary.

Table 8

Employee ranking towards motivational measures (the ranking based on 1 for first and so on)

	N	Mean	Std. Deviation
Promotion	100	2.1500	1.13150
Leave	100	4.2500	1.11351
Motivational Talks	100	3.3300	1.30310
Recognition	100	3.2600	1.08823
Salary Increase	100	2.0100	1.10550
Valid N (List wise)	100		

Source: Researcher

Reliability and validity

The Cronbach's alpha reliability maintained in the instrument is a minimum of 647. For validity, the researcher met the respondents personally while distributing the questionnaire and expressed the objective of the study. Every difficult and ambiguous word was removed with the interaction in the preliminary visits.

Effects of gender, age, and position on respondent's opinion

The Tables (annexes 1, 2, and 3) given in annexes resemble whether employees' opinions are affected by the intervening variables like age, gender, and positions or not.

1. Effects of position of responses (annex)

The hypothesis that there is no role of position to the motivation of employees is tested with Kruskal Wallis Test of 2 samples. The position seems to have affected the opinion that (1) Good safety measures were adopted in the organization. (2) Salary increase and (3) motivational talks.

2. Effects of the gender of responses (annex)

The hypothesis that there is no relation of gender with a good relationship with co-workers has been rejected. It is revealed by Kruskal Wallis Test of 2 samples.

3. Effects of age on responses

The hypothesis that the age of the respondent has no relation with the opinion is rejected for (1) Management is interested in motivating the employees and (2) Job security exists in the company. This is revealed in Kruskal Wallis Test of k samples.

Dependent variable and independent variable

To test the hypothesis structural equation modeling was drawn and path analysis is shown.

Is there any relation of HR interest of management, and types of incentives that organization provides with the satisfaction of HR functions of HR Department of the organization? Table 8 displays its result. In both cases relation, there is no relationship is accepted. This means (1) HR interest of management has no relation with satisfaction with HR function and incentives provided has no relation with satisfaction with HR functions the modeling is given in figure 1.

Table 9

Regression Weights: (Group number 1 - Default model)

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			Estimate	S.E.	C.R.	P	Label
q1*	<---	q2**	.060	.083	.732	.464	par_1
q1	<---	q3***	.058	.103	.564	.572	par_2

*Motivation through satisfaction with HR function (Q1)

** Managing HR department/function (q2)

***Management of HR Interest for different incentives and rewards (q3)

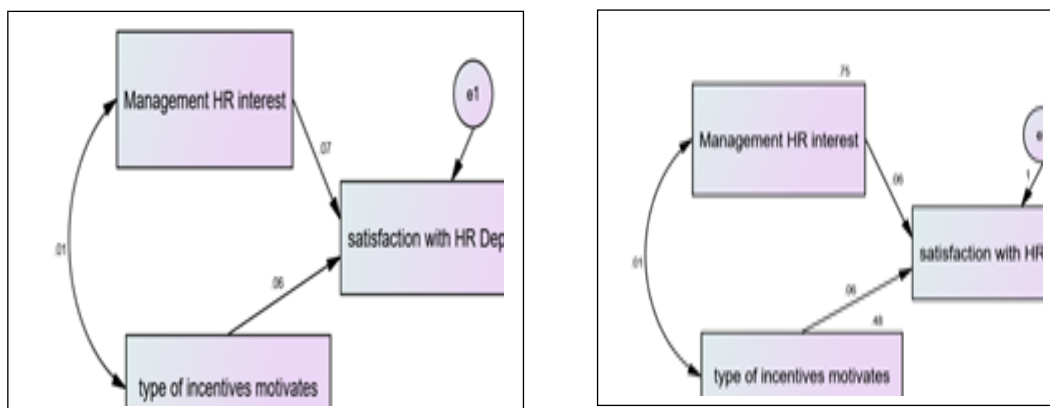


Figure 4: Measurement Model for Standardized and Unstandardized and estimates

Conclusion

The research concludes that motivation is a very important process to move the person from one stage to another anywhere; the same applies to organizations too. It is very complex also so the knowledge regarding this is very important for optimum use of HR in the organization.

This study has been able to add some knowledge about the status of Nepalese organizations, however still realized the need for further research in this area.

Motivation is not only the function of the organization's effort but the employee himself/herself. Their age, position, and gender affect some motivational factors to some extent. This has been revealed in the result and discussion parts of the study.

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Annex 1:
Effects on opinions of respondent's Kruskal Wallis test of age
Test Statistics^b

	Chi-Square	df	Asymp. Sig.
Are you satisfied with the support from the HR department?	2.580	5	.764
Management is interested in motivating the employees?	12.556	5	.028
Which type of incentives motivates you more?	4.942	5	.423
How far you are satisfied with the incentives provided by the organization?	5.098	5	.404
Reasonable periodical increase in salary	1.534	5	.909
Job security exist in the company	16.783	5	.005
Good relationship with co-workers	2.117	5	.833
Effective performance appraisal system	3.080	5	.688
Effective promotional opportunities in the organization	6.953	5	.224
Good safety measures are adopted in the organization.	5.865	5	.320
Performance appraisal activities are helpful to get motivated	3.987	5	.551
Support from the co-worker is helpful to get motivated	7.947	5	.159
The company recognize and acknowledge your work salary increase	2.342	5	.800
promotion	7.978	5	.157
leave	6.066	5	.300
motivational talks	6.435	5	.266
recognition	4.067	5	.540
Do you think that the incentives and other benefits will influence your performance?	4.794	5	.442
Does the management involve you in decision making which are connected to your department?	5.244	5	.387
	4.506	5	.479

a. Kruskal Wallis Test

b. Grouping Variable: Age

Annex 2**Mann-Whitney Test****Effects of gender****Test Statistics**

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Are you satisfied with the support from the HR department?	611.500	4266.500	-.297	.767
Management is interested in motivating the employees?	562.500	4217.500	-.771	.441
Which type of incentives motivates you more?	594.500	4249.500	-.596	.551
How far you are satisfied with the incentives provided by the organization?	582.500	4237.500	-.576	.565
Reasonable periodical increase in salary	630.000	4285.000	-.077	.939
Job security exist in the company	596.000	716.000	-.420	.674
Good relationship with co-workers	458.500	578.500	-1.970	.049
Effective performance appraisal system	562.500	4217.500	-.765	.444
Effective promotional opportunities in the organization	628.000	4283.000	-.096	.924
Good safety measures are adopted in the organization.	633.500	4288.500	-.040	.968
Performance appraisal activities are helpful to get motivated	509.500	4164.500	-1.339	.181
Support from the co-worker is helpful to get motivated	559.000	679.000	-.836	.403
Company recognize and acknowledge your work	636.500	756.500	-.010	.992
salary increase	561.000	4216.000	-.781	.435
promotion	611.000	731.000	-.269	.788
leave	629.500	4284.500	-.088	.930
motivational talks	574.000	694.000	-.631	.528
recognition	615.000	735.000	-.227	.821
Do you think that the incentives and other benefits will influence your performance?	597.000	4252.000	-.650	.516
Does the management involve you in decision making which are connected to your department?	628.500	748.500	-.096	.923

a. Grouping Variable: Gender

Annex 3

Man Whitney test for an effect of position

Test Statistics

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Are you satisfied with the support from the HR department?	753.000	3603.000	-1.738	.082
Management is interested in motivating the employees?	864.500	3714.500	-.619	.536
Which type of incentives motivates you more?	886.500	1211.500	-.583	.560
How far you are satisfied with the incentives provided by the organization?	818.000	1143.000	-1.032	.302
Reasonable periodical increase in salary	761.000	1086.000	-1.492	.136
Job security exist in the company	859.500	3709.500	-.651	.515
Good relationship with co-workers	832.500	1157.500	-.953	.341
Effective performance appraisal system	829.500	1154.500	-.908	.364
Effective promotional opportunities in the organization	836.500	1161.500	-.839	.402
Good safety measures are adopted in the organization.	695.000	3545.000	-2.023	.043
Performance appraisal activities are helpful to get motivated	925.500	1250.500	-.104	.918
Support from the co-worker is helpful to get motivated	889.000	1214.000	-.426	.670
Company recognize and acknowledge your work	888.500	1213.500	-.414	.679
salary increase	617.000	3467.000	-2.698	.007
promotion	897.000	3747.000	-.339	.735
leave	905.000	3755.000	-.296	.767
motivational talks	683.000	1008.000	-2.086	.037
recognition	862.000	1187.000	-.627	.530
Do you think that the incentives and other benefits will influence your performance?	936.000	3786.000	-.020	.984
Does the management involve you in decision making which are connected to your department?	880.000	1205.000	-.507	.612

a. Grouping Variable: Position