

## **FACTORS RESPONSIBLE FOR EMPLOYEES' MOTIVATION: A CASE STUDY OF INDIAN NGOs**

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### **Abstract**

The research focusses on determinants of motivation in NGOs/NPOs. Motivation is a skill of influencing the worker and making them do desired activities in a particular manner. An NGO is a non-governmental organization which is a non-profit one, formed either at a local, national or worldwide level. Many NGOs are tiny, and the majority have 2 to 5 staff; around 5% have employees between 6 and 10 workers, and just about 8.5% are non-governmental organizations that employ more than ten individuals. Questions were asked through an Online Forms amongst the NGO/NPO employees. Collected data were analysed through statistical methods namely Regression Analysis and Correlation Analysis. The respondents were instructed to answer the questions carefully and honestly. The questionnaire included a short introduction which talked about how honesty is vital in obtaining the correct information, and also mentioned that the suggestions will be shared with management for execution. The study provided a brief analysis of different factors affecting motivation.

**Keywords:** Motivational Factors, Intrinsic/ Extrinsic Motivation Factors, Motivation Theory Indian NGO/ NPO

### **Introduction**

As organisations grow more conscious of the worth of human resources, they spend more attention to human resource management. The key foundation for keeping businesses competitive is human capital (Shore, 2004). Organizations realise that it is important to recruit suitable workers and retain skills. The company should thus find efficient methods to keep its staff (Ramlall, 2004). In this globalising age, businesses constantly strive to grow and inspire their staff, as they know it will assist them to improve their performance (Ramlall, 2004). There are a variety of incentives that may be used to encourage employees to stay with the firm. We must first grasp what is the motive to comprehend these motivating methods.

Motivation is the skill of influencing the worker and doing desired activities in a particular manner (Badubi, 2017). Motivation is described briefly as the driving force, both inside and externally. It promotes readiness to carry out duties. The driving force for internal motivation lies within the person, while external motivation is the duty of the company. Organize companies should know the motivational elements and how the motivation and good behaviour of workers may be strengthened in line with their plan for retention (Marique et al., 2013). To comprehend how motivation affects employee behaviour, we must first acknowledge that each individual is motivated differently depending on their preferences and qualities. As a result, it's critical to figure out what each person's motivation is. Employees may be driven by promotions, pay increases, flexible hours of work, appreciation, mentoring and other factors (Marique et al., 2013). There is much recognition of the notion of motivation. In a number of research projects, the degree to which motivational theories apply in the western setting has been examined. A small motivation research was performed in the non-western setting in the context of non-profit organisations (Leat & El-Kot, 2009). It is thus essential, in developing nations like India, to get more information about the Indians working in non-profit organisations, which are the most significant motivating elements (Hanaysha & Hussain, 2018).

Any non-profit, volunteer citizen's group formed at the local, national, or international level is referred to as a non-governmental organisation (NGO). NGOs do variety of humanitarian and service activities, provide government citizens with problems, advocate and monitore policy, and promote political involvement with information. This task is led by those with similar interests. Certain concerns such as human rights, the environment or health are grouped in certain areas. They offer analysis and knowledge and act as prevention measures and assist monitoring and execute global deals. India, for fewer than 400 Indians, is expected to have one NGO. It is forecast by experts that the industry of NGOs would have a vital role to play if India wants to attain living standards in the developed world and would have to expand much faster than the Indian economy. Given this, NGOs have a far higher value than they currently do. Non-governmental organisations (NGOs) are not routinely listed in India, and the majority of NGOs do not adhere to management norms in large numbers. If the sector of NGOs is to expand, additional workers will have to join the existing labour force. Although research is conducted in the nation on NGOs, no discussion is given to workers doing the activities. Employees of NGOs should be regarded and investigated as significant resources. The study investigated non-profit employees' characteristics in order to identify the

reasons which attract people not public or private sector employees engaged inside non-profit industry. The main study was carried out on staff from different nations. This research attempts to determine what variables drive non-profit jobs for these people. Have they searched for their present position to assist the public, change or accomplish something valuable instead of pursuing employment stability, advantages or wages? According to a previous study, non-profit organisations are valued for their expressiveness and self-sacrifice. Career motivation varies from one to another. "People vary as to what may be their motivation for work (Farhad Ebrahim Abadi et al. 2011; Anitha, 2014; Aktar et al. 2012; Sandhya & Pradeep Kumar, 2011)."

The NGO sector is crucial to a country's development. The Indian volunteer sector (or NGO sector) has evolved as a genuine force to catalyse social and financial growth, particularly for those at the bottom of the economic pyramid (Deci & Ryan, 2012). "The potential may be seen in the experiences of different established and rising economies. If India achieves its goal of becoming a developed country by 2050, as is predicted, the NGO sector would play a critical role and increase at considerably faster rates than the Indian economy as a whole. Governments can modify obsolete public policies because of the widespread grassroots relationships and engagement of the NGO sector in many social services. The sector, which represents various groups of people and interests, plays an important role in the formulation of public policy. Due to the lack of regular records, it is impossible to estimate the precise number of NGOs operating in India. However, an estimated 1.2 million to 1.5 million NGOs are now operational. Many NGOs are small, with the majority employing two to five people; around 5% employ six to ten people, and just about 8.5 percent employ more than ten people."

### **Problem Statement**

In changing the performance of company's idea of job motivation plays an important part. Employers and managers are thus interested in understanding their workers' requirements and expectations. An improved organisational performance is the anticipated result of the motivated staff (Manzoor, 2011; Bassous 2015). NGO Plays an important role in India's growth, as India's government approaches NGOs for the policy awareness and takes help for the growth of the nation. (Tippet & Kluvers 2009; Kuranchie-Mensah & Amponsah-Tawiah 2016). There are various research papers that reflects employee motivation within the organization such as Monetary Incentives, Stability, Working Environment, and Growth and

Promotion, which fulfil the objectives of Organization Mission and Vision, and reaching the organizational goals (Sundi 2013; Hanaysha & Hussain, 2018). Although all these factors are rarely present in an NGO/NPO (Meyer et al. 2004; Leat & El-Kot, 2009).

The study aims to revealing direct relationship between NGOs employees and their motivation to help improve performance. The results of the research also counterbalance factors that reduce employee motivation.

#### Primary Objective

- This study tries to understand the various motivational factors responsible which drive employees' motivation in an NGO/NPO.

#### Secondary Objective

- To find which factors of motivation will contribute in achieving the Organization Objectives.
- To study about various motivation practices that are already present in NGOs and are being followed there.

#### Hypotheses

- H1: There is a significance level between salary and performance appraisal acting as a factor of employee motivation.
- H2: There is a negative effect of Gender on the 'importance of money' in NGOs in India.

#### Literature Review

Career drivers are not chosen consciously; rather, they emerge from an individual's personality, talents, beliefs, and self-image. The Spiral Career Concept is a less conventional approach where you may instead find your career via lateral (5-10 years) shifts in the workplace. These improvements are aimed at developing wider competencies and new applications from past experience. It focuses on quick progression towards the 'business level.' The linear career concept instead (an increasing degree of responsibility, authority, etc.) is understood as a successful career. Success is achieved when these higher levels are achieved. Individuals in affluent nations such as the United States and those in developing

ones such as India should have quite different job opportunities and motives. Because monetary benefits are not the most important factors influencing such employment choices, research on them may give insight into the effects of their non-profit career choices in Indian cities (Onyx, J., & Maclean 1996). The study of factors that motivate people to work in non-profit organisations is mostly focused on Christian organisations in Western Europe, United States and Australia, as well as studies on the effect of religion on career choices. This article looks at the reasons which attract people from Lebanon, Sri Lanka, Bosnia and Herzegovina to work in the NGO sector. Those in Buddhist, Druze, Sunni Muslim, and Shiite Muslim NGOs received equal incentives as employees in Christian NGOs, according to the study. Similarly, to non-profit employees in previous research, respondents picked their positions based on their personal devotion to an organization's objective (Flanigan, 2009).

According to M. Umasankar and J. Ashok (2013), organization turnover is mostly caused by compensation, new chances, pressure, and job dissatisfaction. The study examines if this explanation is linked to an employee's qualifications or to company behaviour. Every company must set up an updated pay increase mechanism, keep the communication system inside the organisation effectively in order to minimise attrition. Many actions to reduce attrition and to enhance employee retention and satisfaction other than those listed above must be done. Milind A. Peshave and Rajashree Gujarathi (ed.) are investigating how attrition occurs in the region in a hotel field. The causes for this investigation include wages, low employment profiles, inadequate employment policies, poor work balance and the type of work. The greatest effect of the loss of safety, customer discontent, destruction of reputation and high turnover costs are in a hospitalised company. In order to resolve the issue of workers and keep them in business for future development, the research States employer must proactively work. Ammu Anantharaja (2009) noted that the BPO industry is mostly spoken. The main reason is that there is no development in the profession. Age, gender, marital status and experience are used for analysis of attrition. Within three years of employment, many workers leave the job. Pattern of attrition varies at the organisational level. They propose that departure interviews may assist the company reduce attrition and preserve skills and expertise. This study article examines Jins Joy P. and R. Radhakrishnan (2012) on the employee's expectations of reduction of waste, and on the connection between their personal profiles and expectations. There is a lot of stress in the area of finished product marketing, which is the great cause for attrition. Staff expect organisations to provide welfare facilities, safety at work and training and development programmes to minimise damage. The research

analysis shows that the employee expects the attrition to be reduced to a connection between pay, age, gender, expertise, and education. Sneha Ravindra Kanade et al.(2015), reports that BPO workers have an enormous workload. Many workers here also leave work since the period of time does not increase pay. Staff think that the organisation, in order to reduce attrition, must have ethical practise. The results also indicate that frequent meetings should be held to understand the issue of workers and interviews with the business to address the problems in order to decrease turnover. .Kuyalunga Zulu et al. (2017) notes that NPO attrition might influence growth and decrease performance. The cause of attrition, individual and environmental variables are appealing to them. The methods involved are to enhance the balance of working life, offer business development, recruitment and recognition inside the company. Because of the high attrition which also affects the effectiveness of the organisation, there is negative influence on other employees. It also shows that unqualified leadership affects workers to go out of work. The adoption of measures will assist to reduce the damage. The satisfaction of the retail industry is that it has a direct impact on the attrition of a company, Heather D. Ponsano (2013). Engagement of the organisation and pleasure with the work have no effect on each other. The attrition rate is not affected even by training courses. But even work satisfaction is compared to the impact of attrition. In assisting to minimise the attrition of the company, the organization has to examine carefully the elements that satisfy the work. This study paper deals with retail attrition variables in India, S.Batty Dorance Jeen (2014). This study is the result of variables affecting employees: QWL, wage level, personal reasons, working hours, etc. Working situation and pay are the main factor influencing the choice. Because of insufficient professional development, masculine workers leave their jobs. The study article Tamrisha Patnaik and Dr N.R. Mishra (2016) discusses what attrition rate and why staff often change their employment. The aim of the study is also to understand how businesses are affected by attrition. The study shows that there are numerous motivating elements for staff retention. They include incentives for teams, rotations of jobs, coffee shops, awards, recognition, training, challenges, empowerment, etc.

For the effectiveness of management, the relationship between motivation and management practises is essential. People are a company's greatest single asset. Indeed, an organisation is the sole asset which may operate against the objectives of the organisation. Thus, individuals may only discover their latent energy and creativity to serve the business via joint efforts. Motivation is a process in which individuals select between different behaviours to accomplish their own objectives (Cole, 2002). The targets a person seeks may be somewhat

concrete, like monetary reward or advocacy or intangible, like self-esteem or pleasure at work. In general, the individual's rewards are categorised as intrinsic and extrinsic rewards. Individuals' personal experience is the intrinsic reward whereas external rewards are those that a person receives from outside. The sensation of accomplishment or self-esteem is an internal reward and an increase in salary or promotion. In particular, managers are eager to identify solid connections between individual motivation and efficient performance while motivating them as such, basically is personal. They are also interested in creating circumstances for the harmonisation of corporate and personal objectives. The essential element of motivation is that it decides to what degree a person wants to make his or her expertise and knowledge available to others and to shrug the impact of barriers and challenges. As we have seen from this research, the psychological idea relates to the inherent forces inside a person which encourage him or her to behave or not in particular (Kibera, 1996).

### **Theoretical framework**

The theory of motivation analyses the motivating process according to Armstrong (2005). It explains why people at work are behaving in the manner they do and in the way they go. It outlines what companies may do to encourage workers to use their efforts and skills to help accomplish the objectives of the company and meet their personal needs. Armstrong (2005) has categorised theories of motivation as three; Theories of instrumentality - they say that incentives and punishments are the tools for ensuring that individuals behave or act according to their wishes. Theories of content - this concentrates on the substance of motivation, which is why people labour. It includes recognising people's needs and prioritising them. It says that the motive is primarily to take measures to meet wants and to identify the principal requirements that affect conduct. Maslow (1964), who proposed the idea of a hierarchy of demands, first created the theory of content. The two-factor model of Herzberg cannot technically be classed as the theory of requirements although he identified a number of basic demands. Process theory is concerned with the psychological processes that affect motivation, expectancies, and fairness judgments (Dressler, 2007).

### **Maslow's Hierarchy of Needs**

American psychologist Abraham H Maslow was the basis for the creation of this theory. Maslow classifies human needs into five hierarchical categories in his theory of motivation;

physiological requirements, security needs, social needs, needs for appreciation and needs for self-actualisation. The idea believes that human wants are sequentially fulfilled, that it loses strength and dominates the higher desire. Indian workers must have sufficient salary, safe working conditions, and job security, for example, fulfilled their lower level requirements before motivation is given to increasing work accountabilities, challenges and prestige. The human conduct is seen as controlled by his unsatisfactory desire according to Maslow (1964). The idea of Maslow affects all workers irrespective of age, gender and skills; they pick the work they enjoy.

### **Two Factor Theory by Herzberg**

A research investigation was conducted by Fredrick Herzberg and his colleagues, and the The Two-Factor Motivation Theory was developed. Although this theory is founded on Maslow's hierarchy of requirements, it differentiates between criteria depending on their impact on employee satisfaction and discontent. These are hygienic and motivational components. Elements of hygiene were identified as variables necessary to improve workers' mental health; their absence motivates employees, while their presence does not (Saleemi, 2009). These include wages, occupational safety, working conditions, technical oversight, connections between individuals and status (Saleemi, 2009).

### **Research Methodology**

#### Research Design:

Quantitative research: From the literature review, the primary factors of employee motivation are acknowledged and used in a questionnaire to develop the relevant model to measure and analyze the employee motivation factors responsible for in an NGO/NPO.

Online forms and open-ended questionnaires were used to ask respondents about their experience in NGO/NPO. However, the study included a brief introduction to educate participants on the importance of honesty in getting accurate information, since the proposal was shared with management for implementation. In addition, this study provided a brief analysis of the survey. In addition, the surveys did not ask the respondents to write their names.



Sample size- The sample size taken was 70 employees of NGOs from the various Zonal and Demographic Part of the country.

Sampling Frame- The criterion of the participants that were chosen was: Employees working with different NGOs and different areas.

Data Collection:

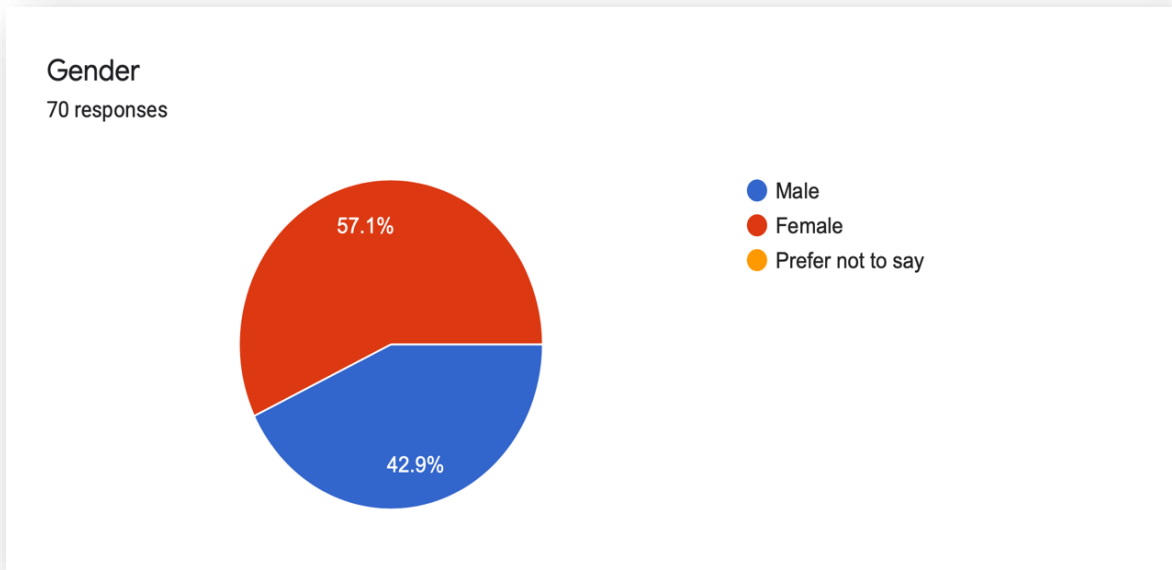
- Collection of primary data through google forms online. The questionnaire based on the demographic information as age, gender, education and experience. And the other part of the questions was based on employee satisfaction and employee commitment.

Data Analysis Tools:

- Data Visualization: Data was analysed through Statistical Techniques. Percentage impact of factors contributing to the motivation was calculated.
- Analysis of variance: Correlation Test of Analysis and Regression Test of Analysis were used to analyse a dependence relationship in between dependent/independent variables.

### Data Analysis and Interpretation

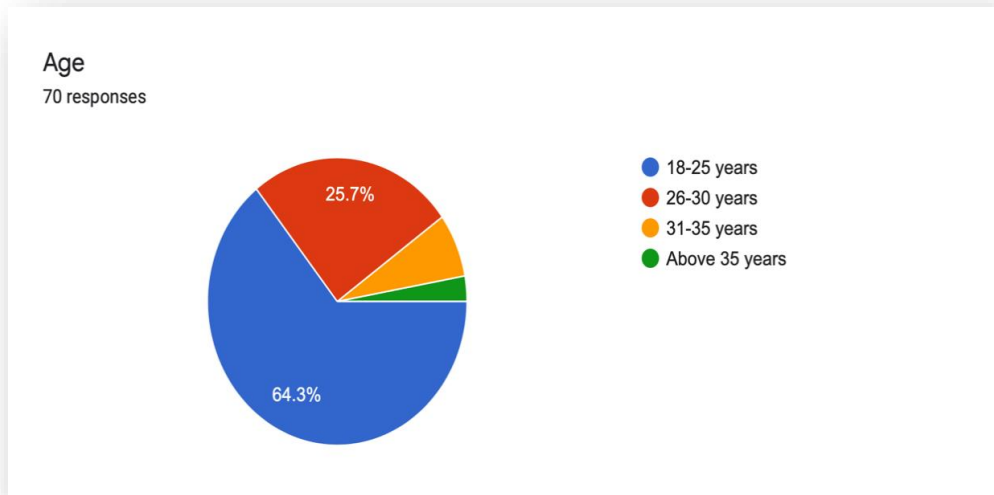
<b>Gender</b>						
		Frequency			Valid Percent	Cumulative Percent
		Percent				
<b>Valid</b>	Male	30	42.9	42.9	42.9	
	Female	40	57.1	57.1	100.0	
	Total	70	100.0	100.0		



### Interpretation

Out of the total respondents, 30 people were male and other 40 were female. It can be clearly interpreted that majority of the respondents were female.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	18-25 years	45	64.3	64.3	64.3
	26-30 years	18	25.7	25.7	90.0
	31-35 years	5	7.1	7.1	97.1
	Above 35 years	2	2.9	2.9	100.0
	Total	70	100.0	100.0	



### Interpretation

Out of the total respondents, 45 people belonged to the age group of 18–25 years, 18 people belong to the age group of 26–30 years, five people were falling under 31–25 years and two people were there above 35 years. It can be clearly interpreted that majority of the respondents were in the age group of 18–25 years.

### In an NGO, does money matter as a motivating factor in India?

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Yes	33	47.1	47.1	47.1
	No	12	17.1	17.1	64.3
	Maybe	25	35.7	35.7	100.0
	Total	70	100.0	100.0	

### Interpretation

Out of the total respondents, 33 people stated yes for the fact that In any NGO money matters in the form of motivating factor in India, 12 people stated no for the fact and 25 people referred to the option of maybe it can be considered as motivating factor.

<b>Is salary the most important attributor towards employee motivation?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Strongly agree	18	25.7	25.7	25.7
	Agree	35	50.0	50.0	75.7
	Neutral	11	15.7	15.7	91.4
	Disagree	6	8.6	8.6	100.0
	Total	70	100.0	100.0	

### Interpretation

Out of the total respondents, 18 people strongly agreed to the fact that the salary is the most important attribute towards motivation of an employee, 35 people agreed to the fact, 11 will neutral and six people disagreed to the fact. It can plainly be deduced that the majority of the responders were in agreement with the reality.

<b>Is management of your company interested in motivating the employees?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Strongly agree	13	18.6	18.6	18.6
	Agree	40	57.1	57.1	75.7
	Neutral	16	22.9	22.9	98.6
	Disagree	1	1.4	1.4	100.0
	Total	70	100.0	100.0	

### Interpretation

Out of the total respondents, 13 people strongly agreed to the fact that management of the company is interested in motivating the employees, 40% agree to the fact, 16 people were neutral and 1 person disagree to the fact.”

<b>Are performance appraisal activities helpful in motivating employees?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Strongly agree	30	42.9	42.9	42.9
	Agree	34	48.6	48.6	91.4
	Neutral	4	5.7	5.7	97.1
	Disagree	2	2.9	2.9	100.0
	Total	70	100.0	100.0	

### **Interpretation**

Out of the total respondents, 30 people agree to the fact that performance appraisal activates the motivation in the employees, 34 people agreed to the fact, four people were neutral and those people disagreed to the fact. It can be clearly interpreted that majority of the respondents were in the favour of the fact mentioned.

<b>Does your organization take initiatives for motivating the employees working?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Strongly agree	6	8.6	8.6	8.6
	Agree	45	64.3	64.3	72.9
	Neutral	17	24.3	24.3	97.1
	Disagree	2	2.9	2.9	100.0
	Total	70	100.0	100.0	

### **Interpretation**

Out of the total respondents, at six people strongly agreed to the fact that their organisation is taking initiatives for motivating them ploys, 45 people agreed to the fact, 17 were neutral and two people disagree to the fact.

**Are the initiatives taken by the organization helpful for the employees for getting motivated towards the benefit of the organization?**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	2	4	5.7	5.7
	3	16	22.9	28.6
	4	40	57.1	85.7
	5	10	14.3	100.0
<b>Total</b>	70	100.0	100.0	

**Interpretation**

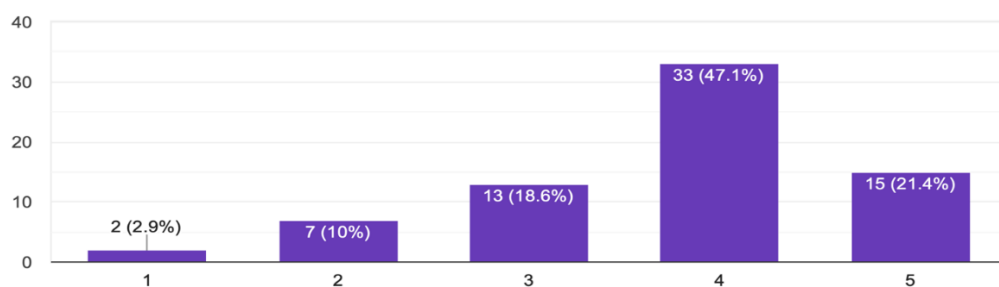
Out of the total respondents, 10 people rated it 5 on the scale of 5 for the initiatives took by their organization for motivating the employees towards the benefit of the organization. 40 people rated it 4 on the scale, 16 people 3 on the scale of 5, 4 people rated it 2 on the scale of 5.

**Rate your experience about the activities done by your organization for motivating you for being productive based on various factors.**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	1	2	2.9	2.9
	2	7	10.0	12.9
	3	13	18.6	31.4
	4	33	47.1	78.6
	5	15	21.4	100.0
<b>Total</b>	70	100.0	100.0	

Rate your experience about the activities done by your organization for motivating you for being productive based on various factors.

70 responses



## Interpretation

Out of the total respondents, 15 people rated 5 on the scale of 5 for the experience about the activities done by the organizations for motivating you for being productive based on various factors, it was rated by 33 people. 13 people gave it a 4 out of 5 rating. It received a rating of 3 out of 5 stars from 7 people. 2 out of 5 people gave it a 1 on a scale of 1 to 5.

## Statistical Analysis

### *Correlation Test of Analysis*

<b>Correlations</b>			
		Performance appraisal activities helpful in motivating	Is salary the most important attributor towards employee motivation
Performance appraisal activities helpful in motivating	Pearson Correlation	1	.293*
	Sig. (2-tailed)		.014
	N	70	70
Is salary the most important attributor towards employee motivation	Pearson Correlation	.293*	1
	Sig. (2-tailed)	.014	
	N	70	70

\*. Correlation is significant at the 0.05 level (2-tailed).

- $H_0$ : There is no significant difference between salary and performance appraisal acting as an employee motivation
- $H_1$ : There is a significant difference between salary and performance appraisal

The null hypothesis is rejected.

### *Regression Test of Analysis*

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.043	1	.043	.172	.680 <sup>b</sup>
	Residual	17.100	68	.251		
	Total	17.143	69			

a. Dependent Variable: Gender
b. Predictors: (Constant), In an NGO do money matters as a motivating factor in India

- $H_0$ : The model is not a good fit
- $H_1$ : The model is a good fit

The table of ANOVA signifies if the model is a good fit or not. From the above table, it is clear that the null hypothesis is accepted, therefore, there is a negative effect of Gender on importance factor of money in an NGO in India.

### Results from Correlational Test of Analysis:

- **Correlation table 1:** The correlational value for the Correlation between salary and performance appraisal acting as an employee motivation are highly correlated at 0.05 level, the value being ( $r= 0.293$ ,  $p=0.01$ ). This states a positive high correlation between salary and performance appraisal acting as an employee motivation.

### Results from Regression Test of Analysis:

- **Regression table 2:** The regression value for the regression between Gender and 'importance of money in an NGO in India' is 0.043 at 0.68 level with Gender as a dependent variable and 'importance of money in an NGO in India' as independent variable.

### Conclusion

Majority of the respondents were having consideration about money as a motivating factor in India. In accordance with the research conducted, it can be stated that money, salary and management of the employees are basically the motivating factors for the employees working in that organisation. Accordingly, aspects like performance appraisal, initiatives by the organisation will also be empowering the employees working with full enthusiasm and activeness. Considering the experiences, the experiences of respondents with their organisation, majority of the respondents would have a good experience as they have rated 4 on the scale of 5 for their experience. However, the research conducted as depicting some of the factors which are necessary for taking into consideration towards empowering them. From the statistical tool analysis, we can conclude that correlation between salary and performance appraisal act as the highest motivation factor with regard to NGO whereas there



is negative effect of Gender on ‘importance of money’ in an NGO in India. This study is limited in terms of sample-size of respondents. Further researches on this topic, a broad survey from a large sample may drill down more factors with respect to gender, region, age and religious belief. By analysing these factors, research would have more potential to find out motivation factors in NGOs/NPOs with more certainty.

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