



Motivation and Promotion: Measuring Satisfaction Among the Non-Teaching Employees of Dibrugarh University

Gautam Barthakur

Assistant Professor, Centre for Management Studies, Dibrugarh University

Brishni Borkotoky

Assistant Professor, Centre for Management Studies, Dibrugarh University

ABSTRACT

An organisation thrives on the basis of its resources. It becomes more important when we have the human aspect at core of the service institutions. The organisation must try to its best possible extent to maintain, preserve and create policies that can serve the authenticity of the human resources in their respective fields. Promotion and retention has always been the important aspects of balancing and sustaining the performance of the organisation. Further, motivation plays a key role in the absence of promotion. Therefore, it becomes necessary for us to understand and conduct research to find out whether the institutions have been successful in maintaining the resources or not. The study has been conducted on the Non-teaching employees of Dibrugarh University to further extend our grip and knowledge on employee satisfaction with regards to motivation, promotion and employee retention. This study will provide a direction to the already established literature towards organisational effectiveness and change.

KEYWORDS

Satisfaction, Promotion, Motivation, Retention

INTRODUCTION

Job satisfaction of the employees of an organisation is very vital for its effectiveness and efficiency. Job satisfaction is also essential for the overall well being of an organisation. Job satisfaction has been defined differently by different authors. Few of the commonly used definitions are considered in this study.

Among the earliest of researchers of motivation we must have come across Homans (1950) and A. Maslow (1954) who brought the theory of hierarchy of needs. Homans (1950) identified three key elements - activities, interactions and sentiments, as the controlling factors of members in an informal group. Homans (1950) defines activities as the task performed by the members of an informal group. He refers to interactions as the relationship among the members; and explains sentiments as the individual and collective attitudes of these members. Homans regards these three elements as independent because, according to him, a change in any one of them affects the other two elements. While, Maslow postulated that people needs are arranged in a hierarchy order in which basic needs have to be satisfied first and before higher order needs comes to play. Maslow's had to face criticisms and therefore it was subjected to revisions or was modified by other theorists notably Alderfer (1969) who introduced the idea of need along a continuum rather than in a hierarchy. Herzberg et al (1987) idea of motivation subjected to different factors. Their idea is today known as the Herzberg two-factor theory as it reduces to the factors of motivation to intrinsic and extrinsic factors, comprising of pay, promotion and job security. While the theory propounded by Alderfer, says that achievements and recognition, produces job satisfaction. There is also the McClelland Achievement Theory which is based on the idea that the single most important motive is the need for achievement. McClelland (1961) suggested that the need for achievement is a key human motive, which responds to, and is a product of, personal experience and cultural background of the people concerned. This can be taught by means of training and other attitude-forming activities. The theory states that the most important employee motivational factors in the order should be the need for achievement, the need for power or authority, and the need for affiliation or belonging. One such theory of motivation which seems to be ac-

cepted by most scholars in the present century is the Adam's Equity Theory. The basis of this theory, in the work context, is that people make comparisons between themselves and others in terms of their inputs and what outcomes they receive from their inputs. The theory advocates that when employees perceive an unequal situation, they experience equity tension which they attempt to reduce by appropriate behaviour. Employees may either act positively to improve their performance and /or seek improved rewards, or may act negatively on grounds of being under-paid. Logical though they may be, all these theories and several others have their loopholes and are hence seen as inconclusive in contemporary literature, but they provide some interesting insight into employee motivation. They are, in fact, relevant and a useful way to understand employee motivation. Most recently, Behavioural economics has started to apply game theory to the study of equity theory. For instance, Gill and Stone (2010) analyze how considerations of equity influence behaviour in strategic settings in which people compete and develop the implications for optimal labour contracts.

METHODOLOGY

2.1 Type of the Study: Descriptive

2.2 Scope of the Study: Employees (Non-teaching) of Dibrugarh University

2.3 Objectives of the Study:

2.3.1. To determine the level of satisfaction due to the promotional and motivational measures being adopted by the university.

2.3.2. To determine the various factors that are considered the best in the organisation.

2.3.3. Identify the factors that have an impact on employee retention.

2.4 Universe of the Study: Employees (Non teaching) of Dibrugarh University

2.5 Population: 623

2.6 Sampling Procedure: Convenient Sampling

2.7 Sample Size: 150

2.8 Sources of Data:- Primary data is used. Questionnaire and Interview Method was adopted to collect data.

3.0 ANALYSIS & INTERPRETATION

3.1 Promotion & Motivation

40% are neither satisfied nor dissatisfied with scope of promotion.

39% are neither satisfied nor dissatisfied with professional development.

46% are satisfied and 17% are highly satisfied with the opportunities available to them to share their ideas.

51% are satisfied and 19% are highly satisfied with the schedule and flexibility available to them in their respective positions.

49% are satisfied and 12% are highly satisfied with the degree to which one's skills are used in the organisation.

59% believe that the organisational environment have helped them maintaining their morale.

57% are satisfied and 23% are highly satisfied with their relationship with their co-workers.

57% are satisfied and 10% highly satisfied with the opportunity they have to do their best every day.

42% are satisfied and 13% are highly satisfied with the statement that organisation's environment supports balance between work life and personal life.

51% are satisfied and 17% are highly satisfied with the feeling of teamwork and cooperation that exist in the organisation.

56% are satisfied and 20% are highly satisfied with that statement that "quality of our services is important for the organisation".

3.2 Other related experiences

50% are satisfied and 9% are highly satisfied with the availability of modern equipments and technology that is used in Dibrugarh University.

36% are satisfied and 13% are highly satisfied and believe that there is Gender equality in the organisation.

66% are satisfied and 10% are highly satisfied if we look at the overall satisfaction among the employees.

FINDINGS

The study found the following through Personal Interview:

- There was never a parity between the employees working in different levels on According to some top officials, the office staff does not arrive in time for their respective work. This creates undue stress and pressure and leads to accumulation of work.
- Work distribution among the staff is not clearly defined and hence it creates overlapping of tasks in hand. This is a prominent problem in the Examination Department.
- There is shortage of manpower in some sections of the university and this is more in Examination Department.
- Officers need to carry out additional work due to insufficient staff in the Examination Department and this creates a lot of difficulty and undue stress.
- Monetary benefits for doing additional work have not been paid for the last several months.
- Lack of proper infrastructure facility to carry out the ex-

amination work, though of late some work has started. The various sections of the examination department are dispersed in various locations inside the Administrative block and hence communication and decision making is hampered. The Controller and Deputy Controller of Examination need to carry out their work for almost 12-15 hours a day most of the time, but there is no provision in their office for taking rest or to have their food inside.

The study found the following through Questionnaire:

- Most of the employees are satisfied with the use of updated technology and equipments provided by the authority.
- Most of the respondents have neutral opinion with regard to gender equality in workplace.
- The top factors which are mostly liked by the employees of organisation are co-employees, benefits such as salary, insurance, etc., and the tasks they do.
- The top things that the organisation do differently that can help the employee to perform their job are more support from supervisors and managers, increased salary and improve access to benefits like health and retirement.
- The top factor that makes one stay in the organisation are co-workers, benefits and the task they do.
- There is no such major factor making an employee feel like leaving the organisation. However, a few have opted for lack of opportunity for professional growth or advancement as one of the factor which can make them feel like leaving the organisation.
- The employees were overall satisfied with the avenues of promotion and felt motivated to work.

5.0 CONCLUSION

The study has brought forward the important factors responsible for employee motivation and retention in academic institutions. In general, the overall satisfaction has been found to be in line and positive. Moreover, the study has been able to find out most of the drawbacks and shortfalls, which are responsible for increasing the project time and cost. Further, the university has been successful in maintaining and sustaining the work-life balance which in turn has created the best working environment possible for the employees. The employees are less reluctant to leave their organisation as most of them are satisfied with the university facilities and conditions that are available to them. The study was successful in finding out some important aspects including that of the officers, who wanted employee engagement or employee involvement programmes in the university campus for their family as well.

6.0 REFERENCES

1. Robbins, Stephen P; Judge, Timothy A. (2007), *Essentials of Organizational Behavior* (9ed.), Upper Saddle River, NJ: Prentice Hall
2. Smerek RE.. and Peterson M, EXAMINING HERZBERG'S THEORY: Improving Job Satisfaction among Non-Academic Employees at a University, *Research in Higher Education*, Vol. 48, No. 2, AIR Forum Issue (March 2007), pp. 229-250
3. Davis, K. and Nestrom, J.W. (1985). *Human Behavior at work: Organizational Behavior*, 7 edition, McGraw Hill, New York, p.109
4. Herzberg, F., *Motivation-hygiene profiles: Pinpointing what ails the organization*, *Organizational Dynamics*, Volume 3, Issue 2 (1974), pp 18-29.
5. Meena M. L. and Dangayach G.S. (2012), "Analysis of Employee Satisfaction in Banking Sector", *International Journal of Humanities and Applied Sciences (IJHAS)* Vol. 1, No. 2, ISSN 2277 – 4386
6. Rue, L.W. and Byars, L. (2003). *Management, Skills and Application*, 10 ed., McGraw-Hill/Irwin, New York, p 294
7. Vroom, V.H. (1964). *Work and motivation*, John Wiley and Sons, New York, p.99
8. Gill, D. and Stone, R. (2009). "Fairness and Desert in Tournaments". *Discussion Papers in Economics and Econometrics*, Version 6 October 2009, pp. 1-33. Retrieve from <http://users.ox.ac.uk/~nuff0229/GEB10.pdf> on 10-05-2016