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113. A STUDY ON EMPLOYEES MOTIVATION AS A QUANTITATIVE TOOL IN CO OPERATIVE BANKS OF MUMBAI DISTRICT.

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Abstract

Indian cooperative banking movement has passed through hundred years of its existence. At the same time, human resources management has been a neglected field in cooperative banks over a period of time and poor image of cooperative bank employees in the society affects their morale. Only recently has there been a greater recognition of this function. In this paper, an attempt has been made to analyze the practice of employee motivation as a quantitative tool to face the challenges in recruitment and retention of efficient personnel for managing the complex affairs of cooperative banks. The success of any organization depends on its employees. If employees are taken good care, the performance & efficiency & productivity level increase. The main objective of this paper is to analyze the motivational level of the employees in cooperative banks (Mumbai) & elicit information regarding the various methods used by the personnel managers to motivate the employees. Primary data was collected from the employees working in the banks by administering the questionnaire, while using discussion & interview method. The major finding for the paper is that the employees were highly motivated due to good working environment, incentives, accreditation of work done & exclusive moral support by top and middle level management to perform better.

Introduction: A person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business. "Employee" as defined in Section 2(1) of the Act means any person who is employee for wages in any kind of work manual or otherwise, in or in connection with the work of an establishment and who gets wages directly or indirectly from the employer and includes any person employed by or through a contractor in or in connection with the work of the establishment. Motivation is the psychological feature that arouses an organism to action toward a desired goal and elicits, controls, and sustains certain goal directed behaviors. For instance: An individual has not eaten, he or she feels hungry, and as a response he or she eats and diminishes feelings of hunger. There are many approaches to motivation: physiological, behavioral, cognitive, and social. Motivation may be rooted in a basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or for a desired object. Conceptually, motivation is related to, but distinct from, emotion.

Workers in any organization need something to keep them working. Most of the time, the salary of the employee is enough to keep him or her working for an organization. An employee must be motivated to work for a company or organization. If no motivation is present in an employee, then that employee's quality of work or all work in general will deteriorate.

Need & Significance:

- You can have a lovely shiny car, but it's worthless if it doesn't have the power of a great engine behind it. Your employees are the engines of your organization and like any finely tuned engine your workforce to operate smoothly and effectively. The fact is employee motivation is directly linked to business profits, and the more self-motivated your employees are, the more differentiated and successful you will be as a business.
- Motivated employees look for better ways to do a job.
- Motivated employees care about their customers.
- Motivated employees take pride in their work.
- Motivated workers are more productive.

What motivates employees?

Laxmichand Golwala, Commerce College, Ghatkopar
Every person has a different reason for going to work. These reasons are as individual as whichever person you may ask. But all of the reasons for working share a common thread. We all obtain something from work we need.

There is much discussion about the value of extrinsic motivation (monetary and other material rewards) versus intrinsic motivation where people are driven by what's inside them, not by the trappings of success.

Whereas I recognize how critical extrinsic motivation is, we all need to be rewarded fairly for the job that we do—in my experience the most effective factors relating to employee motivation are related to intrinsic motivation:

1. Empowerment: Feeling trusted and empowered is a tremendous motivator.
2. Growth: Feeling that they are growing and developing personally
3. Inclusion: ‘To belong’ is a fundamental need, whether as a member of a family, peer group, network, team or company. It’s human nature to want to be on the inside, not the outside.
4. Purpose: Today people care more about what happens tomorrow, and want to contribute to ensuring the future of our children, and the health of our communities and planet.
5. Trust: the fabric that holds it all together and makes it real.

Theoretical Framework

This study is undertaken with the aim of surveying the major changes in an organisation's manpower performance brought about by using the human resource management technique of Employee Motivation.

**REVIEW OF LITERATURE:** Employee motivation is the most effective when management has set clear obtainable goals and defined specific accountability standards. The success of employee empowerment relies on the ability of management to provide resources such as time and money; to provide support by way of legitimacy; and to provide relevant and factual information so employees can make educated decisions. Training employees to take responsibility and make sound decisions that are supported by upper management as well as lower level managers are other areas that are important to the success of empowerment and motivation programmes. Employees benefit from motivation because they have more responsibility in their jobs. Employee motivation increases the level of employee involvement and therefore creates a deeper sense of satisfaction and higher levels of motivation. Herzberg (2003 [1968]) was perhaps the first researcher to draw attention to the motivating role of job content. He maintained that job characteristics can provide stimuli that enable the employee to experience psychological growth. The importance of job content as a determinant of discretionary work effort is supported by the 'needs theories' of work motivation. According to the needs theories, challenging, interesting and meaningful work allows employees to attain higher order needs such as self-esteem and self-actualisation. Similarly, proponents of work design theory (Parker, Wall, & Corder, 2001) advocate that jobs that are meaningful, interesting and challenging motivate greater effort and enhance employee satisfaction.
C. Gomez and B. Rosen (Gomez; Rosen, 2001) in his research “The Leader-Member Exchange as a Link Between Managerial Trust and Employee Empowerment” focuses on the importance of interpersonal trust in either fostering or hindering the success of employee empowerment strategies as measured by a series of 3 hypotheses. “We hypothesized and found that a manager’s assessment of employee trustworthiness influences the quality of the LMX and that the quality of the LMX mediates the relationship between trust and an employee’s experience of empowerment”. They concluded that as levels of managerial trust increase, employee perceptions about motivation would be enhanced. John Petter (Petter 2002) in his study “Dimensions and patterns in employee empowerment through motivation: Assessing what matters to street-level bureaucrats” has shown a comprehensive study which questions the assumption that employees value empowerment. Over 50 references were cited and relevant empowerment studies were exhibited along with their own survey and analysis. They essentially broke employee empowerment down into 6 dimensions and measured the variant strengths and weaknesses of each as well as the relevant importance to the participants. They concluded, “Practitioners may need to reevaluate empowerment programs and consider employees motivation individually rather than as a uniform group.” In a recent review of work motivation research, Locke and Latham (2004) noted that the diversity of work motivation concepts and approaches has created much confusion amongst researchers. Furthermore, Scott et al. (1997) contended that a construct can only be consistently measured and studied if it is clearly defined. Galperin and Burke (2006) contended that employees who are involved in and enjoy their work more are more likely to engage in innovative and challenging work behaviours that benefit the organisation. These authors found a modest but significant relationship between workaholism and constructive deviance which they defined as voluntary non-conforming behaviour like innovation that enhances overall organisational wellbeing. While they did not directly investigate the effect of job characteristics on constructive deviance, they theoretically linked the workaholism characteristics of work involvement and enjoyment to employee need for achievement and control. Kanaf and Wakabayashi (2001) contended that workaholism is less likely amongst blue collar workers than white collar workers because the work environment of blue collar employees is more structured and controlled, and thereby provides less autonomy and responsibility.

**Objectives of the study**

The objectives of the study are four in number they could be stated as follows

i) To evaluate the nature of status provided by the organisations to the employees in banking industry.

ii) To study the efficiency of employees in the assignments provided by the organisation.

iii) To study the position of employee motivation by using different tools and technique in the wellbeing of the organisation.

iv) To study the factor influencing such techniques in managing human resource.

v) It would pave the way for the growth of similar studies in the area of human resource management, motivational theories and organisational development.

vi) It would create awareness among institutions about the needs and importance of employee motivational technique.

**Hypothesis:**

Keeping in mind the above discussion this research or study is designed to test the following hypothesis:

H1 Employee’s performance affects Organizational Effectiveness.
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H2. Employee’s motivation leads to Organizational Effectiveness.
H3. Employee’s performance and employee’s motivation factors affect organizational effectiveness.

RESEARCH METHODOLOGY

Research Type: In order to understand how employees feel about empowerment, it is necessary to ask them directly so that one can understand their perceptions. A quantitative approach was adopted, employing 100 structured in-depth interviews with top middle and lower level employees each with a total of 300. The aim of the interview was to provide an insight into the meanings of motivation for these employees.

Research Area: The population of interest includes sample collected for this study consisting employees of different Cooperative banks in Mumbai.

Research Design – Written Questionnaire Survey

In order to collect data from on-site supervisors about employee satisfaction and empowerment, a written questionnaire was created and given personally and also sent by e-mail to the sample population noted in the Population.

A survey instrument was used for data collection for several reasons, including:
(a) It can be sent to a large number of participants living in a large geographic region;
(b) Disbursement costs are considerably less expensive than researcher travel expenses or long-distance phone calls; and
(c) If the survey is created correctly, participants can respond truthfully with an assurance that responses will remain anonymous.

Findings & Conclusions: The findings indicate that the employees do not recognise the term “empowerment” nor do they reference the term “power” in relation to themselves. However, they are able to relate to associated concepts, notably “personal responsibility” and “control over their work”. However the survey undertaken was compiled and analysed and following results were abstracted from the data analyses.

Out of the sample survey of 100 each of Top, Middle and Lower level Management employees, it was found that:

1. Majority (63% as per the study) of the top level management respondent were not bothered about the empowerment as a motivational tool as they were already the decision maker and the leads in their own respective banks.

2. The rest of the top level management was concerned about the financial incentives as a motivational tool.

3. Most (71% as per the study) of the middle level management respondent were really concerned about motivation at workplace in terms of empowerment, appreciation of efforts and recognition of work done. Financial incentives are automatically derived if they are mentally satisfied with the working environment.

4. However 82% of the lower level staff doesn’t even know about empowerment or motivation. Also since the lower level staff is generally seen on rotation or contract or temporary basis. So they are just concerned about their own job security and timely payments which will suffice their personal needs. Thus empowerment for the employees was found to operate as a continuum, as the extent to which employees seek empowerment varies considerably. The innate feelings that employees have with regard
to empowerment enable an insightful understanding of what empowerment means and the employee response to it and helps in quantum performance of the organization.

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