

# MOTIVATION AND EFFECTIVE PERFORMANCE OF EMPLOYEES IN ARUNACHAL UNIVERSITY

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## ABSTRACT

*This study investigated motivation and effective performance of Employees in Arunachal University. The research design was descriptive survey. The population comprises of all lecturers and heads of various departments in Arunachal University, The study revealed that encouragement for creativity and innovation, appreciation on genuine effort, award with impressive titles and acknowledge on achievement enhances the performance of university lecturers, also, 60% of the respondents agreed that there was lack of provision of regular payment of salary and other remuneration by the head to promote the performance. This study also revealed that provision of adequate chances for professional growth, instructional facilities arguments lecturer's performance. The following recommendations were made; Universities managers and other tertiary institution should continue to provide adequate chances for professional growth and research development, availability of Institutional facilities, good relationship with academic staff and prompt payment of lecturers' salaries to further advance their performance among others. In this connection we have to draw attention to the interesting aspect considering inspirational and experience resourcefulness and/versus social separateness of top managers. "Senior employees going up the career ladder and becoming the top decision-makers in the University tend to find themselves isolated to an increasing extent. It might seem that the networks of their contacts are more extensive, however, there are less and less opportunities for real, unprejudiced, open and sincere brainstorming (there are usually power aspects, work overload, their status and fear usually stands in the way). Their communication is also more controlled.*

**Keywords:** *Employees, motivation, effective, performance, Arunachal University, population, achievement, growth, development*

## INTRODUCTION:

Motivational encouragements of workforce contribute to a higher quality of human resources and better performance in Arunachal University. Motivation in Arunachal University is vital and needed because it could change and improve the performance of workers in an affirmative manner (Aarabi et al., 2013). Bateman and Snell (1996) argued that motivation is the power that invigorates, and directs the work of a person towards the accomplishment of an objective. As a result, motivation is one of the most important issues and an effective factor on job performance and a necessity for leading the employees towards major objectives. Moreover, the main challenge facing the organization is the implementation of suitable motivational factors for enhancing job performance to achieve the main objectives of the University (Stella, 2008). The expectations of each approach are different from one organization to another. For classifying and addressing these expectations, the comprehension of motivating employees is required. Therefore, the idea of motivation has become a common driving power for the most successful businesses. Motivation is essential for employee's performance. It plays a significant function in job performance and other behaviour (Roberts, 2005).

The motivation process includes important tools:

1. **Enhanced Salary:** monetary incentives are important factors in motivational process. Though paying money is not a direct causal element of satisfaction in job, but payment is an external factor which motivates the workers towards their better performance.
2. **Supervision:** in addition, supervision can also be a contributor to workers turnover (Buzzle, 2010).
3. **Promotion:** promotion is an improvement of the recent position. Riketta and Dick (2005) suggested that behaviour of employees in the workplace is related to satisfaction in their careers.
4. **Responsibility:** responsibility as stated is one of the most important motivation tools taken by all Universities. Responsibility grants more authority for decision-making to the employees to carry out their given tasks. That intrinsically can motivate the employees to present creative and innovative ideas to the Universities.
5. **Training:** Training and development are useful tools to motivate the employees in the University. Training improves the skills and knowledge of employees therefore the performance would be improved. In addition, training the employees of the Arunachal University by providing learning opportunities is a significant motivational factor for job performance.

6. Fringe benefit: Fringe benefits also are one of the monetary incentives that can be used to motivate the workers and increase their performance. Bonuses and fringe benefits are cash awards given to employees who had achieved specific performance objectives (Kinicki& Williams, 2008). Consequently, motivation is crucial to Arunachal University since motivated employees are creative personnel, who contribute the Arunachal University in achieving its organizational goals. So this is considered as a main target in Arunachal University plan. So, the motivation is an essential need within Arunachal University staff for achieving organizational goals.

## REVIEW OF LITERATURE

Rajput (2011) asserts that motivation is the word that originated from a Latin word "Movere" this word means "to move". Therefore, motivation can be defined as "the person's need to display the performance and readiness to apply effort". Darmon (1990) stated that motivation is a process that begins with psychological or physiological requirement that promotes a specific behaviour.

Bacon (2002) stated that the list of fringe benefits included: life insurance, health insurance, pension, vacation, holidays and sick leave. On the other hand, it is not required that all employees participating in a fringe benefit plan be entitled to receive benefits from the plan at all times. Fringe benefits can be called pecuniary benefits. Fringe benefits are a part of incentive which is supposed to motivate managers and employees. Muralidharan and Sundararaman (2009) provide supporting evidence that payment is associated with output of employees and serves as incentive to enhance workers' performance. The enhanced salary and fringe benefits are financial factors of motivation.

Promotion is an improvement of the recent position. Riketta and Dick (2005) suggested that behavior of employees in the workplace is related to satisfaction in their careers. Harrison and Novak's study (2006) declared about the efforts that be done by management to establish promotion opportunities which contribute to employee's job satisfaction and act as a motivator for job performance.

Dose and Klimoski (1995) defined responsibility as a situation in which an individual feels a sense of obligation to a state of affairs or events. Employee's responsibility is a key component to motivation in the workplace. Therefore, managers need to make each employee accountable in his respective role.

Training is a systematic approach to learning and development to improve individual, team, and University effectiveness. Truelover (1992) stated that "training is characterized as an instructor-led, content-based intervention leading to desired changes in behavior". In the current study, the term "training" was used to refer to both training and development as one of motivational factors. Employees' training and development do not imply only obtaining new knowledge, abilities and skills, but also the possibility to promote entrepreneurship and performance.

Performance is the process through which managers ensure the employees' activities and outputs are congruent with the Universities goal. Therefore it is the Universities priority to ensure that motivational tools which encourage initiative and stimulate the efforts of the employees, lead to better performance and deliverance of quality service. In summary, theories of motivation try to identify the types of needs people have and the situations under which they would be motivated to satisfy these needs in a way that contribute to the performance and productivity.

## ROLE OF MOTIVATION IN HIGHER EDUCATION

According to Akinfolarin (2014), Education is the overall development of an individual in all ramifications and not limited to classroom jurisdiction. It must transfer from generation the core of our culture's accumulated body of knowledge. According to the National Policy on Education NPE (2004), 7<sup>th</sup> edition, tertiary education is the education given after secondary education in universities, colleges of education, polytechnics, monotechnics including those institutions offering corresponding courses.

Lecturers play the mentoring role for their students in higher institutions of learning; their primary motivation is associated with students learning achievement. Furthermore, viewing the previous literature on teacher's motivation, different authors have explored various issues of motivation for teachers in higher educational institutions which can be valuable contribution in enhancing teacher's job satisfaction and involvement in particular and for organizational growth as whole, Muhammad (2010). According to Aluko (2002), a study conducted in India revealed that academic staff spent 48percent of their time on administration, but only 29 percent on teaching. Another factor is the erosion of salaries and purchasing power that prompts many faculty members to give minimal time to university work and seek one or more income-generating activities to supplement their academic salaries.

Although money is influential factor at every stage but at the same time, it is not necessary that money alone can increase motivation of every worker, there are intangible (for instance, empowerment, recognition and feedback) that are primary motivators for the workers inspiration to perform effectively. According to Filak and Sheldon, (2003) motivation is crucial to the long term success and performance of any educational system.

However, Photanan (2004) is of the opinion that training is one of the most important activities that can be used as a motivational program for employees' development. Finally, University must provide feedback to its employees in order to create open communication environment in the Arunachal University. Memmott(2002).

The major task of educational manager and human resource management in universities or higher education institutions is always centered to enhance the job satisfaction level, particularly of lecturers as they are building blocks of institution as well as society at large. The fact that most of the works and studies reviewed above were conducted in different universities and environments were their peculiarities are different from the Arunachal University, there is every tendency that similar works in Arunachal University may not necessarily yield the same outcomes.

### **RELATIONSHIP BETWEEN ACADEMIC PERFORMANCE AND MOTIVATION**

Corroborating the earlier findings, conducted a study which investigated public universities academic staff performance with reference to the context of motivation using Makerere University in Arunachal as a case study. It examined effect of motivational factors on lecturers, teaching, research activities, and community service. The findings revealed that, motivational factors, significantly affected lecturers teaching and research activities at Makerere University. Different studies conducted, showed that a positive relationship exists between availability of facilities (as a motivator) and academic performance. Akinfolarin (2013) posits that education industry in India have been neglected through lack of adequate funding at all levels, low lecturers wages and salaries, lack of proper supervision of human and material resources, low research facilities across various levels of education. Basic amenities such as water and electricity are also very important for lecturers' job satisfaction and motivation for example, sanitary facilities are especially important to motivate female lecturers or teachers to work at a given school.

### **CONCLUSION**

Universities should take advantage of the important opportunities to develop the return on their human capital investment by integrating the incentive plans with University strategy and improving the value presented to human resources. The current study indicated that human capital management can use diverse plans or factors to simulate workers, but human capital management should remember that different motivational factors or plans would have different motivational influences on different employees. Also managers should consider that the diverse incentive plans may influence employees in different ways, at different positions in time, because of the continual changes in situations, needs and individual purposes. To obtain good results from a motivational plan, the human capital management has to comprehend the differences of employees' values, needs, tasks, and satisfaction's levels in terms of increasing job performance and productivity. The management of Arunachal University should provide enough and suitable motivational resources to its clerical employees for improving the level of performance, Apart from this, the clerical employees, themselves should attempt to get consciousness about the sources and consequences of motivational factors on job performance. Thus in this way the success of the Arunachal University could be ensured in the era of turbulent competition.

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