

A Study of the Effect of Motivational Tools on Employee Morale at Haldiram's, Nagpur

Sakshi Rahul Meshram, Prof. Nitin Prakash*

*(Assistant Professor)

Department of MBA, Tulsiramji Gaikwad-Patil College of Engineering & Technology, Nagpur,

Abstract— High employee morale has become a strategic requirement in the current organizational set up in an attempt to secure sustainable performance and competitive advantage. This paper discusses how different motivational equipment impact on the morale of the employees at Haldiram, Nagpur. The study will be based on the fact that motivation is a crucial driver that determines the attitude, satisfaction levels and general behavior of employees at work. The study takes into account financial motivational instruments, including salary, incentives and bonuses and non-financial ones, including recognition, career growth opportunities, training and development, and workplace environment.

The relationship between motivational practices and employee morale has been chosen as a descriptive and empirical research design. The secondary data was obtained using structured questionnaires that were given to employees working in various functional departments and the secondary data was obtained using academic literature, journals and organizational studies that pertained to the human resource management and organizational behavior. The data obtained were analyzed by use of percentage analysis and interpretation method in order to determine patterns and trends of employee responses.

The study results provide that motivational tools positively and directly affect the morale of employees. Although monetary rewards are relevant in satisfying employees in the short term, non-financial issues like recognition, appreciation, supportive leadership, and personal and professional growth opportunities are more important in maintaining employee morale and engagement in the long-term. The paper also reveals that employees who feel appreciated and felt supported will tend to exhibit improved productivity, commitment and turnover intention towards the organization.

The study arrives at the conclusion that employee motivation that is both non-financial and financial should be employed in an integrative fashion in order to create morale and organizational effectiveness. The research has practical implications on the management to develop useful motivation strategies that can align employee objectives with the organizational objectives and in the process, create a positive and high performance workplace.

Keywords: Employee Morale, Motivation, Financial Incentives, Non-Financial Motivation, Job Satisfaction, Employee Engagement, Organizational Performance, Human Resource Management.

I. INTRODUCTION

The issue of human resources is becoming a critical factor in the business world where organizations are appreciating the role of human resource in organizational success. The employees do not just perform the duties but also play a major role in innovation, productivity, and the growth of the organization. Here, the moral of employees has become a vital determinant of the performance of work, job satisfaction and organization commitment. The morale of employees can be described as the general attitude, satisfaction and the emotional state of the employees at the workplace. With high morale, the result is high efficiency, good teamwork and low absenteeism, whereas with low morale, the outcome of the performance is poor performance, demotivation and high employee turnover. As such, positive level of morale is crucial in the attainment of the long-term organizational effectiveness.

Motivation is a key factor that can determine morale of employees. It is a moving force that makes the employees work hard and with passion. There are two major categories of motivational tools namely financial and non-financial. Financial motivations encompass salary, incentives, bonuses as well as the other monetary rewards whereas non-financial motivation encompasses recognition, appreciation, career growth opportunities, training and development, and supportive work environment. These motivational tools should be used in a proper balance to make the employees satisfied and devoted to their jobs.

Morale among employees in organizations where there is competition like in food processing and retail

business is even more imperative. Hadiram is a popular Indian food brand that has a diverse workforce working in different departments of the company including production, sales and customer service. Such organizations are characterized by extreme pressure, the contact with customers, and performance expectations at the nature of work. Under these circumstances, motivational strategies need to be applied in the best way possible to ensure that the employees are engaged and motivated.

II. LITERATURE REVIEW

Employee motivation and morale has been a concept that has been extensively discussed within the human resource management and organizational behavior. Scholars have always stressed the importance of motivation in determining the performance of employees, the levels of their satisfaction and the overall performance of the organization.

Motivation can be generally viewed as internal and external factors that cause, guide and maintain staff behavior to reach particular targets. Some management scholars have argued that motivated employees are likely to exhibit greater commitment, efficiency as well as job satisfaction. Conversely, low motivation can lead to low morale, less productivity and even high levels of absenteeism.

The Two-Factor Theory offered by Herzberg is one of the best contributions to the motivation theory; it categorizes the motivational factors into hygiene factors and motivators. Hygiene factors like payment, job security, and working environment may not necessarily cause someone to be more satisfied so that it may even avoid dissatisfaction. Conversely, recognition, achievement and growth opportunity are some of the motivators that affect employee morale and employee performance directly and positively. This theory puts emphasis on non-financial motivation in ensuring the long-term satisfaction of employees.

On the same note, the hierarchy of needs as explained by Maslow states that employees have needs that vary in levels in a way that some needs are basic physiological needs and the other needs are self-actualization. Companies who can meet these requirements successfully are able to have greater employee morale. An example is that, money will fulfill the lower needs, and recognition and career

advancement will fulfill the upper needs of psychological and self-fulfillment.

III. RESEARCH METHODOLOGY

Research methodology can be defined as the organized procedure of gathering, analyzing and interpreting information in a bid to produce the study goals. It gives us a linkage that shapes the researcher to go about the study in a systematic and rational way. The study design in the current study is to investigate the impact of motivational tools on the morale of the employees of Haldiram, Nagpur.

3.1 Research Design

The research design followed in this study is descriptive research design. The descriptive research is appropriate since it can assist in determining the existing morale of employees and the effect of various motivation tools in the organization.

Also, the interconnection between motivational factors (independent variables) and employee morale (dependent variable) has been analyzed analytically. This combination allows describing and interpreting the reactions of employees.

3.2 Nature of the Study

The nature of the study is founded on the following nature:

Applied Research: The study is directed to practical problems concerned with motivation and morale of the employees in an organization.

Empirical Study: The study is anchored on actual data of the employees.

Cross-sectional Study: Data has been taken at one point in time to know the present state of the employee morale.

3.3 Sources of Data

Data of the study is founded on primary and secondary data.

(A) Primary Data

Primary data was gathered directly among employees by means of:

- Structured questionnaires
- Informal meetings with employees.
- Workplace behavior observations.

The questionnaire was developed in a way that it

helped to capture the opinions of the employees about:

- Financial and monetary rewards.
- Rewarding and appreciation.
- Work environment
- Training and development
- Job satisfaction and morale

(B) Secondary Data

- Secondary data has been gathered using:
- Scholarly publications and articles.
- Human resource management books.
- Articles, online databases.

3.4 Population of the Study

The study population covers the employees in various sections that include:

- Production
- Sales and Marketing
- Customer Service
- Administration

3.5 Sample Size

The respondents of the study were picked as 50 employees. The sample is deemed to be sufficient to study the perception of the employees within the available resource and time limits.

3.6 Sampling Technique

The research employs a non-probability sampling technique which is the convenience sampling. The selection of the employees was on the basis of their availability and willingness to take part in the survey.

3.9 Data Analysis Tools and Techniques.

Data obtained has been analyzed with the help of the following methods:

1. Percentage Analysis

The proportion of responses is calculated with the help of the following formula:

$$\text{Percentage} = \frac{\text{Number of Respondents}}{\text{Total Respondents}} \times 100.$$

This technique can be used to get a clear insight into employee views.

2. Tabulation Method

The information has also been contained in tables that are easily interpreted and compared.

3. Graphical Representation

The data can be presented in the form of bar charts and pie charts so that patterns and trends could be easier to understand.

3.7 Hypothesis of the Study

To examine the relationship that exists between motivation and morale among employees, the following hypotheses are formulated:

Null Hypothesis (H_0): Motivational tools do not play a crucial role in employee morale.

Alternative Hypothesis (H_1):): Motivational tools significantly influence the morale of employees positively.

IV. COMPANY PROFILE

The Organization Introduction.

One of the most well-known and reputable food brands in India is Haldiram whose product range includes a big assortment of traditional snacks, sweets, and food that is served in their fast food restaurants. Having a robust background on quality and satisfaction of customers, the company has become a prominent force in the food processing and retailing sector.

The organization is engaged in various divisions such as the packaged food products, restaurant services and exports. Haldirams has grown over the years to not only India but also established itself in the international markets hence becoming a global Indian brand.

Organizational Structure

To conduct its business, the company adheres to a structured organizational model comprising of different departments that have their role to play in the overall running of business:

- Production Department
- Sales and Marketing Department.
- Human Resource Department
- Customer Service Division.
- Supply Chain and Operations

The departments have critical roles that make sure that the functions are smooth and attainment of organizational objectives.

V. CONCEPTUAL FRAMEWORK

The conceptual framework gives a proper picture of the connection of the motivational tools and employee morale.

It describes the extent to which various motivation variables can determine employee satisfaction that

subsequently impacts morale and general performance.

Elaboration of Framework.

Motivational Tools: There are non-financial (recognition, growth opportunities) and financial (salary, incentives) ones.

Employee Satisfaction: Once the needs of employees are met, they are satisfied with their job roles.

Employee Morale: The more people are satisfied, the more morale is improved and it portrays positive attitudes and commitment.

Productivity and Performance: When the staff is highly motivated morale, then efficiency, teamwork, and organisational success is achieved.

This model emphasizes the fact that motivation is a primary force determining the morale and general performance of the employees.

VI. ANALYSIS AND INTERPRETATION OF DATA

Data analysis section entails the analysis of the responses obtained after structured questionnaires on the employees. In the study, 50 workers took part representing various departments.

The percentage analysis has been applied to the collected data, and it has been presented in a tabular form in order to understand it better.

6.1 Satisfaction with Salary

Response	Number of Respondents	Percentage
Highly Satisfied	14	28%
Satisfied	21	42%
Neutral	10	20%
Dissatisfied	5	10%
Response	Number of Respondents	Percentage
Total	50	100%

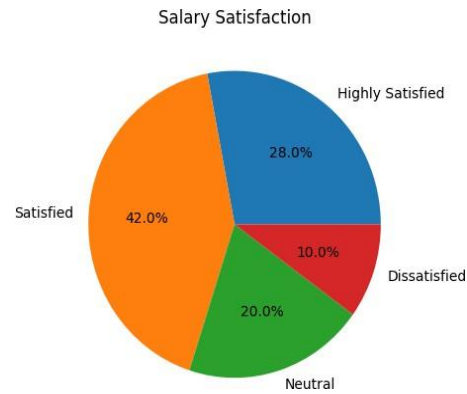


Fig 6.1 Satisfaction with Salary

Interpretation:

Most of the staff members are contented with their compensation, which implies that monetary incentive matters. Nevertheless, there is a low percentage that indicates that there is dissatisfaction that needs improvement.

6.2 Role of Recognition in Motivation

Response	Number of Respondents	Percentage
Strongly Agree	26	52%
Agree	15	30%
Neutral	5	10%
Disagree	4	8%
Total	50	100%

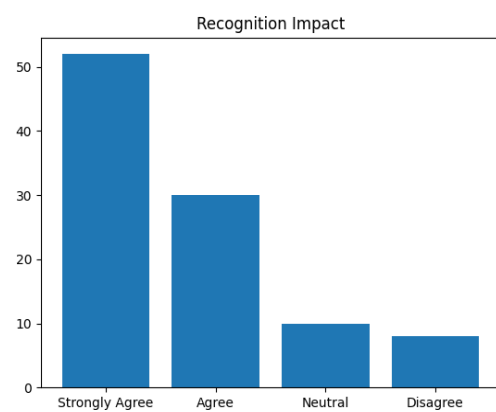


Fig. 6.2 Role of Recognition in Motivation

Interpretation:

Employees really appreciate appreciation and recognition and this greatly contributes to boosting morale.

VII. FINDINGS

- The paper demonstrates that employee morale is

directly and positively affected by motivational tools.

- Most of the employees are content in the pay but monetary rewards cannot be used as a motivational factor to maintain morale
- One of the best motivational tools that are used to affect employee satisfaction is recognition and appreciation.
- An effective and encouraging workplace is a major factor in increasing the morale of the employees.
- The employees who are provided with training and development chances are more confident and perform better.
- Employee satisfaction and morale have a close relationship meaning that happy employees are motivated.
- Long term commitment of employees is influenced by career development and promotion.
- In their organizations, employees would want to work in places that offer a balance between financial and non financial rewards.

VIII. MANAGERIAL IMPLICATIONS

The management would also need to embrace a balanced motivational approach that would use both the financial and non- financial instruments.

- To boost morale in organizations such as Haldiram should emphasize on employee recognition programs.
- Frequent performance-based rewards and incentives ought to be introduced in order to motivate an improved productivity.
- The managers are encouraged to develop an organizational culture that encourages teamwork, respect and free communication.
- Clearly defined career development opportunities should be provided in order to retain good employees.
- Training and development programs should be conducted on a regular basis to increase the skills and motivation of employees.
- The management ought to motivate staffs to take part in decision making, which makes them more engaged.
- Employee concerns should be learnt through feedback mechanisms like surveys and meetings with the employees.

IX. STUDY LIMITATIONS

- The research is founded on a small sample of 50 employees, which cannot give the complete representation of the opinions of all the employees at Haldiram, Nagpur.
- The study is narrowed to a single organization, and hence the results might not be relevant in other business firms or industries.
- The research is cross-sectional in nature, i.e. the data was taken at one time and this might not be indicative of employees becoming more or less motivated over the years.
- The information gathered is mainly the information on the answers of the employees based on the questionnaires that can be subjective or personal.
- The study was time-constrained, and thus it did not have time to delve into all the possible motivational factors.

X. FUTURE SCOPE

- The research can be expanded to a number of organizations to be compared.
- In future research, more subjects can be used to enhance accuracy and generalization.
- More thorough insights can be carried out with the help of such advanced tools as SPSS, regression analysis, and correlation analysis.
- Digital HR practices and AI-driven tools of motivation may be examined.
- Comparative analysis in various industries like manufacturing, IT and services can be done.
- Longitudinal studies may be conducted to analyze the changes in the morale of the employees over time.
- The future studies can be concentrated on the effects of the leadership styles on motivation and morale.

XI. CONCLUSION

The current paper has identified the importance of motivational tools in determining the morale of the employees at Haldiram, Nagpur. Clearly, motivation does not just exist in the form of financial compensation but also in the non-financial, which entails recognition, work conditions, and career advancement opportunities.

The results show that when employees feel cherished and supported, chances of being satisfied, committed, and productive at their workplace are

high. Positive work environment coupled with effective motivational practices will result in enhanced morale and performance of the organization.

The paper concludes with the idea that companies should take a holistic approach in employee motivation through the combination of financial and non financial strategies. This can not only boost the morale of employees, but also make the organization successful and sustainable in the long run.

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