



A Comparative study on Motivation level of Regular and Outsourced Employees in Indian Railways with special reference to Rail Coach Factory , Nishatpura , Bhopal.

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ABSTRACT

Human Resource Management is very important nowadays as people and their knowledge are the most important aspects for efficient productivity of the Organization. Employee motivation is one of the major aspect of human resource management. Motivation is defined as the driving force which helps causes us to achieve goals. Organizations have to make sure that the motivation level is high among the workers which is very essential to increase the turnover of the organisation which in turn will increase the economic performance of the country. The aim of this paper is to compare the motivation levels of regular employees and outsourced employees working in Rail Coach Factory , Nishatpura , Bhopal. The contribution of outsourced employees cannot be ignored as they are very important in increasing the productivity of Indian Railways. There are various factors which affect the motivation of both the type of employees . We also aim to find out those various factors. For this purpose, an extensive literature survey was made and questionnaire method was used to get the responses of the target group. From the total population of both the type of employees , 20% each was taken as the sample size and study was conducted on them. Five point Likert scale is used to determine the responses of the employees. The SPSS software program was used to analyse the data and the method used is chi-square test to test the research hypothesis .Findings show that there is no similarity between the opinions of regular and outsourced employees of this Factory and their views were entirely different on factors like salary, welfare measures , promotions etc. The discussion and conclusion have also been mentioned in this paper.

Key Words – Employee motivation , Indian Railways , regular employees , Outsourced employees , productivity, employee satisfaction



1. INTRODUCTION :

1.1 INDIAN RAILWAYS

Indian Railways is the biggest government organization of India which offers employment to more than 17 Lakhs people. Indian Railways is the biggest railway system of Asia and the second biggest railway system of the world. In India the first train was run between Mumbai and Thane.

. The Coach Rehabilitation Workshop (CRWS) or Rail Coach Factory , located at Nishatpura area, in Bhopal, was selected for the study. The workshop is situated at a distance of 2 Km from the Bhopal Railway station.

The Workshop was started in the year 1989 at a project cost of approx. Rs.64.97 Cr for Mid lifestyles Rehabilitation (MLR) of Indian Railway Coaches. It has completed more than 20 years of service to the nation. CRWS has so far turned out 6905 coaches including of 420 AC coaches.

1.2 REGULAR AND OUTSOURCED EMPLOYEES

Regular employees or on roll employees are those who are working fulltime in the organization. These employees are on the rolls/muster roll of the same organization. Their salary is paid directly by the organization. The following benefits are availed by the regular employees-

- Career Growth is Assured,
- Salary will be Paid directly by Company,
- Job Security,
- Regular increments in Salary,
- Social security benefits.

Outsourced or contractual or off roll employees are those who are not regular employees of the organization. They are engaged by the contractors who have direct control over them. The features of such type of employment are-

- Employee is hired on contract basis by the organization for some specific purpose on temporary basis.
- He acts as a consultant to the organization, not a regular employee.
- Less career growth
- Experience may not lead to salary hike
- No job security
- They are not covered by Industrial laws

No benefits as availed by on roll employees.



The number of regular employees working in this unit is around 2200 and the number of outsourced employees is 500.

2. STATEMENT OF PROBLEM:

Now days outsourcing of work has become very important in all the sectors .A large number of outsourced employees are working in Indian Railways also and their contribution to the productivity cannot be ignored. But the problem is they are not properly treated as well as paid as compared to regular employees. There is lot of difference in their job satisfaction and level of motivation which affects their productivity.This paper attempts to identify this problem and suggest solutions.

3. DEFINITION OF MOTIVATION:

The object of management is to get the maximum performance from employees. Management policies must satisfy the needs of employees to attain the optimum performance. Motivation is defined as the driving force which helps causes us to achieve goals. Motivation is said to be intrinsic or extrinsic. Motivation has three major components: its first component is a synergy. The purpose of this concept is a force that exists in living being and causes its activity. The second characteristic of motivation is leading during which individual behavior leads to a particular direction. The third characteristic of motivation is behavior perseverance. So, when a person is employed in a job, he is expected to remain in the organization and work place formany years. Now, job motivation is said to be the process which gives force to the person's behavior in organization and leads him to achieve job objectives .

4 . FACTORS AFFECTING MOTIVATION

Motivation at work not only ensures that work is done in time but also ensures that quality of work is not compromised. For motivation at workplace, the environment is very important. The factor that affects the workplace environment or increase the motivational levels of employees are as follows

(a) Interesting Work

Intrinsic motivation comes from the shear joy and pleasure of doing a task. When you read a great book, no one has to pay for each page you read. It is a pleasure to learn how the story unfolds and watch the plot develop. It is the same way with employee motivation. To maximize employee performance, find out what employees like about their jobs and then try to add more tasks that align with their own natural interests and talents.

(b) Appreciation & Recognition

The deepest desire in human nature is to be appreciated." It does not matter how much you pay someone, everyone want to know that their efforts are being seen and appreciated, especially by their manager. Don't just



send them a thank you e-mail - that just means you care enough to hit the "Enter" key. If you really want to thank someone buy them a real "Thank You" card and describe how their behavior and performance has added value to the team and organization. Make it a point to catch people doing things right and they will inevitably do things right more often.

(c) Salary

Money has been pointed out as a motivational factor by a large number of researchers. It is often seen as a symbol of success and also associated with comfort and security. It is considered as an advantage for the managers, because they can use money as a strategy since money can have a great impact on employees' performance. Some researchers have stated that motivation is the main instrument to be used. The employee should be motivated through a proportional salary according to the efforts done in the job.

(d) Achievement

It is amazing how willing men are to risk their lives for a little bit of tin and ribbon to wear upon their chest." Awards and prizes can serve as a great motivator to harness the power of healthy competition. It is always better to use rewards that are meaningful and inspiring. When an employee exceeds your expectations, then make sure you recognize their achievement. On the day someone retires, they will pack up these awards and prizes to serve as fond reminders of a wonderful career.

(e) Job Security

If everybody had what it takes to be an entrepreneur, then there would be no General Electric or Toyota and we would all be buying products from artisans and craftworkers. Thankfully, many people prefer to be part of a large organization and can be more productive when they get to focus on doing their job instead of worrying about developing a business plan or marketing strategy. Telling people that they are lucky to have a job creates an atmosphere of fear and worries that decreases job performance. Instead, tell your employees that the company is lucky to have such a skilled and committed workforce and people will take pride in their work and their company.

5. REVIEW OF LITERATURE:

Dr. RituNarang and Shashi Bharti (2017) [1] the relationship among commitment, motivation and performance of employees in public and private sector banks in Lucknow district with the objective of suggesting strategies to enhance employee performance. The investigation is based on a survey of 215 employees. Statistical analysis shows positive relationship among commitment, motivation and performance of employees. The findings have great implications for policy makers and banking industry. However, the results have to be viewed with great caution when trying to generalize, as the survey is limited to a city.

Md. NurunNabi et al (2017) [2] conducted a research on how motivational tools impact the performance of employee for betterment. The study also focused on de-motivation factors affecting employee performance negatively. A sample of individuals was selected and was interviewed with self-administrated questionnaire to obtain primary data. The data were analyzed using descriptive statistical analysis methods.



Owusu Ernest K (2017) [3] described the different motivational tools which impacts on organizational performance. Research shows that the motivation approach has helped to improve efficiency and employee's motivation and their collective capability enhances employee's performance which leads to maximum productivity. Whilst some believe that motivation has no role in the employee performance, others are of the view.

ShaliniTomer (2016) [4] studied the most important factors motivating employees are respectively "equitable wage and promotion", "extended health benefit and other social facilities", and "working environment". Another crucial finding of the study is the fact that "equitable wage and promotion" having the highest potential of motivating employees do not differentiate according to demographic characteristics.

Dr. V.M.AnithaRajathi, U.Jayapritha (2016) [5] analyzed the influence of the motivational factors on employees at Anna University trichy to find the association between the difference variables of the motivational factors the data has been collected from faculty members at Anna university trichy using structured questionnaire. The analysis of the results showed that job satisfaction is the most matched.

Mohammed Al Doghan and SukainaAlbar (2015) [6] assessed the role of work motivation on employee's performance level in private schools in Saudi Arabia. The research aims to determine the factors that affect employees' motivation and its impact on job performance. The data in this research were mainly obtained by using questionnaires. Moreover, the research was conducted on a selection of private schools in Dammam that are located in the Eastern Province of Saudi Arabia. The data were collected via a questionnaire covering four variables such as leadership style, organizational environment, salary, and stable future. The research tested the effect of these variables mentioned above on employees' performance.

Richa Aryan & Dr. Amrinder singh (2015) [7] examined the impact of motivation and recognition on employee's performance in public and private sector banks of Punjab and Haryana. In the current era it is a challenge for the managers to imply strategies which motivate employees to improve their work performance and productivity.

Madan Poonam and BajwaJasleen Kaur (2015) [8] studied compensation management and related aspects and to know the impact of compensation management on in private sector banks in Jaipur city. The research paper makes use of structured questionnaire administered to the selected respondents for data collection has been done. The results revealed that there is positive relationship between compensation management and employee motivation. The rank analysis showed that the factor which contributes more to the employee motivation is job security of employees whereas promotion system results in more satisfaction.

Ndum Etim Victor (2014) [9] examined staff motivation and job satisfaction among junior staff of Cross River University of Technology (CRUTECH), Calabar, Cross River State Nigeria. Two research hypotheses were formulated to guide this study. A staff motivation and job satisfaction questionnaire (SMJSQ) was constructed and used for data collection. This instrument, with twenty (20) items, was administered to one hundred and sixty one (161) junior staff from the three campuses that make up the university, using the stratified random sampling technique. The Pearson Product Moment correlation analysis was used to test the hypotheses. From the result of



findings, it was realized that staff welfare and participatory decision making are all significantly related to job satisfaction.

Bhumika Gupta and Jeayaram Subramanian (2014) [10] found the main factors affecting motivation amongst the employees of the company. A questionnaire survey was undertaken among 135 employees of the company to analyze their perceptions regarding motivation in workplace and also investigating the opinions of the coordinators of each department and also with the General Manager about this same issue. At the end of the study, we make some recommendations for the company to counter this issue. This study would be a prelude and of great help to managers and human resources professionals to raise the productivity of the company by increasing the motivation of their employees.

H.Ajitha and N.Panchanatham (2014) [11] examined the impact of the performance appraisal on the motivation of the employees of new private sector banks. The study is confined to the city of Coimbatore, India. Literature survey was used as the conceptual framework for this study; structured questionnaires were also used to collect data for the study. Most of the employees understand the fact that performance appraisal system has direct impact on the employee motivation. Hence the superiors have to pay more importance to performance evaluation system to motivate the employees which will enhance their productivity.

6. RESEARCH METHODOLOGY:

The research is based on primary and secondary data both. For the collection of primary data, a self-administered questionnaire was developed bearing ten questions and having sample size of 20% from both the groups. Thus, 300 regular employees (20% of 1500) and 100 outsourced employees (20% of 500) at the lower level will form the sample size. A preliminary version of the survey instrument is developed in both the languages, English and Hindi, which would help to increase the understanding of respondents about the questions. Simultaneously, this enhanced the validity of the results of the study. The five point Likert scale is used to collect the participant's level of agreement with each statement where a value of 1 expresses strongly disagree and values of 5 expresses strongly agree. The statistical package for the Social Science (SPSS) is used for primary data analysis. The selected method of data analysis is chi-square test to test the research hypothesis.

7. OBJECTIVE OF RESEARCH:

To compare the motivation level of regular and outsourced employees of Rail Coach Factory, Nishatpura, Bhopal (MP).

8. HYPOTHESIS:

Ho (null hypothesis) : There is no significant difference between regular and outsourced employees of Rail coach factory's reaction towards motivation level.



Ha (alternate hypothesis) : There is a significant difference between reaction of regular and outsourced employees of Rail Coach Factory towards motivation level.

9. ANALYSIS AND INTERPRETATION OF DATA:

The Table below gives the detailed analysis of the responses to 10 standard statements on employee motivation , separately for Regular and Outsourced employees as well as a statistical analysis using chi- square test to measure the significance of difference between the responses of the two categories of employees.

Question No.	Statements	Regular employees Agree %	Outsourced employees Agree %	Value Chi Square	Degree of Freedom	Significant p value
Q1.	Your work is according to your qualification and skills.	94.66	48	139.39	4	>0.05*
Q2.	You get Appreciation and reward if the desired work / targets are accomplished.	84.66	4	219.64	4	>0.05*
Q3	Physical working condition in the Company is satisfactory.	89.32	38	168.72	4	>0.05*
Q4	Your Company recognizes and acknowledges your work.	81.33	42	115.23	4	>0.05*



Q5	Salary is the biggest motivator for your Job	79.99	94	23.29	4	>0.05*
Q 6	You have access to attend training and seminars related to your job.	89.99	46	109.07	4	>0.05*
Q 7	Do you agree that a better incentive plan can increase your productivity.	97.33	100	8.21	4	<0.05**
Q 8	You are appreciated and motivated for achieving your targets on time by your superiors.	81.99	70	21.23	3	>0.05*
Q 9	Job Security is an important factor to motivate you.	87.32	76	43.97	4	>0.05*
Q 10	Financial incentives give more satisfaction than non-financial incentives.	75.33	90	14.33	4	>0.05*

Significant* Not Significant

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Significant value at 0.05- 9.44



10. INTERPRETATION:

10.1 After testing the hypothesis through Chi square test. It was found that in questions 1-6 and 8-10, there is a significant difference between the perceptions of the regular and outsourced employees of Rail Coach Factory. It was also noted from the table values of chi square test that the calculated value of χ^2 is higher than the given table values at 0.05 significant level. Hence, null hypothesis rejected and alternate hypothesis accepted.

10.2 The analysis of question no.7 shows that there is no significant difference between the perceptions of the regular and outsourced employees of Rail Coach Factory. It was also noted from the table values of chi square test that the calculated value of χ^2 is less than the given table values at 0.05 significant level. Hence, null hypothesis accepted.

11 . FINDINGS:

From the above data analysis and interpretation it was found that majority of the outsourced employees had very low motivation level when compared to regular employees. They were not satisfied with their work as the management does not give proper incentives, rewards and salary .They were not happy with the working conditions and had no access to attend training programs .Outsourced employees do not receive benefits as compared to regular employees

12. CONCLUSION & SUGGESTION :

From the responses of both these type of employees , it can be concluded that motivation level of regular employees is higher than that of outsourced employees. The various reasons which lead to low motivation level of outsourced employees have been discussed above. It is suggested that the management should give better salary, incentives and rewards to these employees as they contribute in a large way to the productivity of Indian Railways. Job security and proper working conditions should also be taken care by the management. They should be given freedom to attend training programs and should be appreciated for their work. All these measures will help to increase their motivation level.



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