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Assessment of Staff Contentment and Inspiration for the Organizational Success: The Case Study of Some Selected State Bank of India, in Andhra Pradesh, Visakhapatnam

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Abstract:

The main objective of the study was to assess Staff Contentment and inspiration for the organizational Success in the Case study of some selected State bank of India. In the meantime, it aimed at assessing major factors that affect employees' Contentment and Inspiration and their impact on organizational Success. To achieve these objectives, the study employed descriptive survey method. In this study both primary and secondary data were used. The primary data obtained from questionnaires distributed for employees of the company's and secondary data were obtained from the different books, annual plan, and documents of the organization. Out of the total of 109 (100%) employees, 75(68.80%) sample population were selected using Simple random sampling method. However, considering four (4) unreturned questionnaire, only 71(65.13%) employees participated in the study. Collected data were analyzed both quantitatively using percentile and qualitatively through document narration. This study revealed that almost all employees were not satisfied due to finance, lack of training and incentives. Majority of the employees believed that inspiration has high impact on the organization performances. The bank's Incentive package was unattractive and could not achieve high quality work. The organization did not follow open door policy. This study also indicated low relationship among employee's satisfaction, motivation and organization performances. Therefore, the organization should reform the incentive package and the work system should be inclusive of the employees.

Keywords: Staff contentment, staff inspiration, organizational success

1. Introduction

1.1. Background of the Study and Its rationalization

Contentment & Inspiration area set of attitudes which predisposes a person to act in a specific goal directed way. Contentment is an inner state that energizes, channels and sustains human behavior to achieve goals and also work inspiration is concerned with the attitudes that channel a person's behavior toward work and away from recreation or other life activity areas. Inspiration is one of the key elements in employee performance & productivity. Managers who can create the good work environment in the organization would most optimally sustain employee's inspiration. Managers in different organization need something to keep employees and most of the time managers assume that paying only the salary of the employee is enough to retain employees who work for the organization. However, sometimes just working for salary is not enough for employees to retain them in the organization. If no inspiration is present in an employee, then that employee's quality of work or all work in general would be deteriorate.

1.2. Statement of the Problem

Contentment and inspiration are vital for development of every organization. Both are an engine for the improvement of organization performances. In most state bank of Indian (SBI) inspiration is not properly used like other companies. The Study addresses the following research questions

- What are the factors that affect the employees Contentment & Inspiration in SBI?
- What is the attitude of employees and managers toward Contentment & Inspiration?
- How Contentment & Inspiration activities are under taken in the organization?
- Is there direct or positive relationship between Contentment, Inspiration and organizational performance or not?
- What is the impact of employees Contentment & Inspiration in the organization performances?

1.3. Objective of the Study

1.3.1. General Objective

The general objective of the study is to assess and analyze the role of employees' Contentment & Inspiration on organization performance in the State Bank of India, Visakhapatnam and to give the appropriate recommendation on how to improve the existing situation.

1.3.2. Specific Objective

To assess by whom and for whom SBI's Inspiration activities are given

- To identify whether there is experience of using Inspiration to increase employee's performance or not.
- To identify alternative solutions and give recommendations based on findings.
- To examine how SBI implements Inspiration
- To know the impact of Contentment & Inspiration activities for SBI

2. Research Design and Methodologies

2.1. Study Population & Sample Size

The population of the study are the three branch employees of the State Bank of India in Visakhapatnam. The total population is 109 and all are permanent. The sample size was 75 (68.80%) out of total permanent employees and from each branch 25 (33.33%) respondents have been selected.

2.2. Sampling Techniques

The study used simple random sampling techniques for all permanent staffs and random sampling methods have been used in all three branches.

2.3. Source of Data

In the study primary and secondary data sources were used. The researcher collected data from employees of the State Bank of India at different levels of work as in three branches and from different written documents of the organization.

2.4. Method of Data Gathering

To achieve the objectives, the study employed a descriptive survey method. In this study both primary and secondary data were used. The primary data is collected through questionnaires from employees and the management body of the organization. The secondary data was collected from different books, published and unpublished documents and papers.

2.5. Method of Data Analysis

Collected data were analyzed both quantitatively using percentile and qualitatively through document narration.

3. Data Analysis and Discussion

This part deals with the presentation, analysis and interpretation of data collected through questionnaires. The study tries to assess if there are problems which are considered as an obstacle for the employees' contentment and inspiration in the State Bank of India, Visakhapatnam. From the total number of 109 employees, the questionnaires were distributed for 75 employees of the organization from these 71 have completed and returned the questionnaires. Therefore, the analysis is made based on only 71 returned questionnaires.

3.1. Demography of Respondents

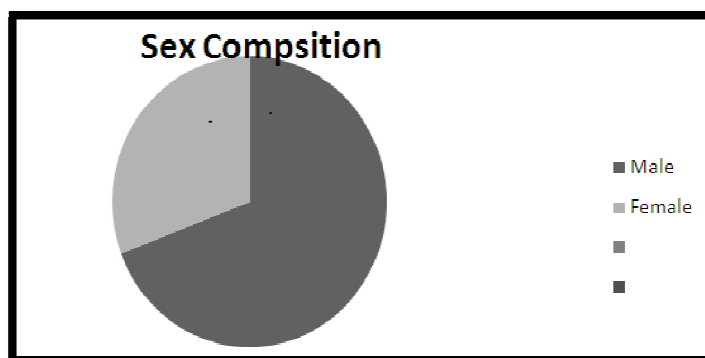


Figure 1: Sex of Respondents

As shown in Figure 1, the organization's sex composition indicates that 45 (63.38%) are male and 26 (36.61%) are female. This shows that males have greater or higher participation than females in the organization.

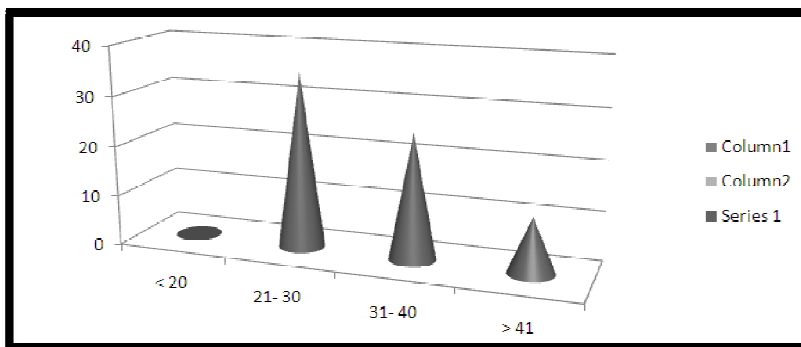


Figure 2: Age of respondents

As shown in figure 2, age of the sample population indicates that 35(49.29%) are between 21 – 30, 25(35.21%) are between 31 – 40 and 11(15.49%) are the age of greater than 41 years. This data reveals that from the total respondent more number of employees has the age of between 21 – 30 and the next employee working in State bank of India are also have age of between 31 – 40. and there is no employees blow 20 years. From this conclude the majority of employees with the organization are middle age or Adolescent.

3.2. Educational Level

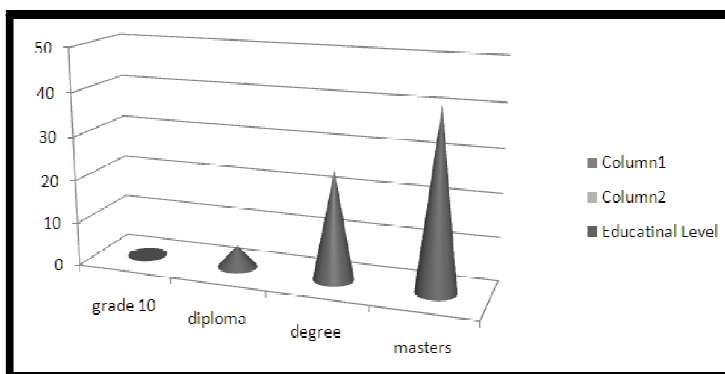


Figure 3

As shown in figure 3, the educational level of employees in state bank of India shows that 25(35.21%) of employees are college /university first degree holders, 5(7.04%) employees are diploma holders, while 41(57.74%) or the majorities of the employees are master’s degree holders and no below grade 10. From the above result we can understand that the organization has majority of masters’ degree holders and good number of qualified employees which indicates that the state bank of India has currently run by employees who have sufficient required capacity.

3.3. Types of Employees

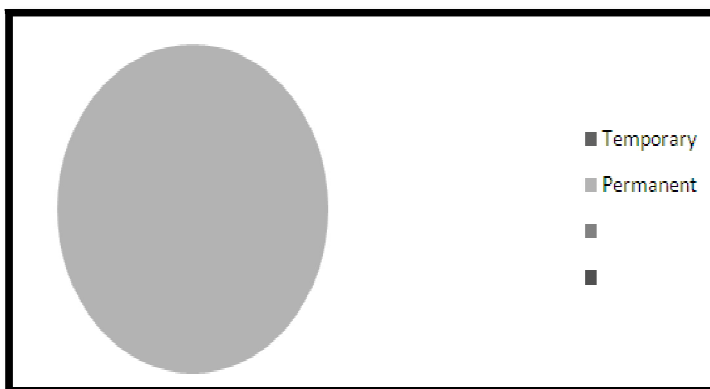


Figure 4

As shown in Figure 4, the types of employment with in the state bank of India, all employees are permanent this is 71(100%) are permanent and 0(0%) are temporary employees. from this chart almost, all employees are permanent. This shows there is job Security.

3.4. Work Experience of Employees in a Year

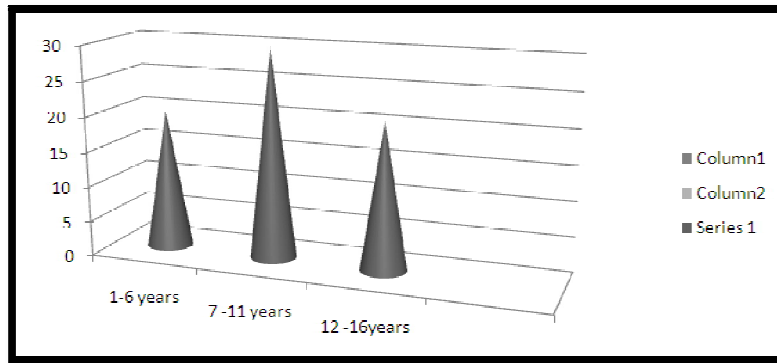


Figure 5

As shown in figure 5, the collected data shows that 20(28.16%) employees have work experience of 1 – 6 years, 30(42.25%) have 7 – 11 and 21(29.57%) employees have 12 – 16 years' experience from this we can conclude that the majority of employees have high work experiences within the organization. This implies the low turnover which mean the organization has high capacity to retain its employees so we can conclude that the employees are inspired or motivated

3.5. Employee's Inspiration/Motivation Techniques

No	Item	Respondent	
		Number	Percentage
	Which employee's motivation technique you prefer: -		
	Financial motivation	45	63.38%
	Non-Financial motivation	18	25.35%
	Both of them	8	11.26%
	Total	71	100

Table 1: Motivation Techniques

The above table 1, shows that out of 71 respondents 45(63.38%) of them prefer financial reward system or they are motivated by financially. On the other hand, 18(25.35%) of them said non-financial motivation system is preferable. And 8(11.26%) employees of them also said both. Therefore, to conclude from table 1 that the majority of employees prefer financial reward system or inspired if they get financial reward.

3.6. The Satisfaction of Employee Motivation

No	Item	Respondent	
		Number	Percentage
	Are you satisfied with motivational technique of the organization		
	Yes	20	28.17%
	No	51	71.83%
	Total	71	100
	If you answer for the above question is No, what is the reason.		
	Less payment of salary	37	72.55%
	Lack of incentive or bonus	8	15.69%
	Lack of training	2	3.92%
	Lack of promotion	-	-
	Others	4	7.84%
	Total	51	100

Table 2: Employee's Satisfaction by Motivational Technique

As shown in Item 1 Table2, out of total respondents 51(71.83%) of respondent replied that they are not satisfied by motivational technique used by the Bank. And the rest of employees 20(28.17%) said they are satisfied with motivation technique. This result shows the majority of respondent employees are not satisfied which the motivational techniques. So, the organizations need to increase and improve the motivational technique of the organization in order to increase the number of satisfied employees.

As indicate in Item 2 table 2, the respondents replied that the reason for dissatisfaction are 37(72.55%) due to less salary payment, 2(3.92%) due to lack of training, 8(15.69%) are due to lack of incentive bonus and 4(7.84%) have given other reason for dissatisfaction. This table shows that the majority of respondent said less payment of salary. So, the organization might need to revise the salary scale and improve the other factors to eliminate the degree of employees' dissatisfaction.

3.7. The Contribution of the Motivational Techniques in the Performances of the Organization

No	Item	Respondent	
		Number	Percentage
	How you rate the contribution of the motivational techniques in the performances of the organization		
	High	22	30.98%
	Average	40	56.34%
	Low	9	12.68%
	Total	26	100

Table 3: Employee's Motivational Techniques

As shown in Item 1 Table 3, the contribution of the employee's motivational techniques in the performances of the organization shows 40(56.34%)average, 22(30.98%) of the respondent are high performance and 9(12.68%) said low performances. For this result the majority of respondent employees say that the relationship between motivation and the organization performances are average this indicates that motivation and performances have in different relationship on the organization.

3.8. The Level of Motivation

No	Item	Respondent	
		Number	Percentage
	How do you rate the level of motivation given in your organization		
	Very high	16	22.54%
	High	21	29.58%
	Low	32	45.07%
	Very low	2	2.82%
	Total	71	100

Table 4: The Level of Inspiration/Motivation in the Organization

As shown in item1 table4, the level of motivation rate 32(45.07%) of the majority respondent said low, 16(22.54%) said high rate and 21(29.58%) said very high, and 2(2.82%) said very low. These indicate that the majority respondent said that low rate of motivation given in the organization. So, I asked for their reason and their response is summarized as follow.

- There is motivation in the organization but it is not effective.
- Even if all types of motivations exist at all level but no one reliable and transparent.
- The salary scale is low and it does not have as such good compensation package.

3.9. The Impact of Motivation on the Organization Performance

No	Item	Respondent	
		Number	Percentage
	Do you think that motivation of employees has impact on the organization performance?		
	Yes	68	95.77%
	No	1	1.41%
	Do not know	2	2.82%
	Total	71	100

Table 5: Impact of Inspiration/Motivation

As shown in Item1, table 5, 68(95.77%) respondent say yes,1(1.41%) respondent say No, and 2(2.82%) of respondent say do not know. This indicated that the majority of respondents said that there is impact of motivation on the organization performances and I ask the respondent why? And their response is summarized as flow.

- Because of it increases the efficiency, profitability and belongingness of the organization.

- Because of the back bone of the organization are employees. So that it is must to motive employees.
- Because of unmotivated worker takes his work negligently no due care in his performance, strongly affects the organization.
- Because of motivation is recognition for once job contribution and effort.
- Because of motivation is an incentive to build the moral of the employees' performances.
- Because if there are motivated employees, they can perform their job properly and they can make the organization profitable.

3.10. Employee's Contribution of the Organization

No	Item	Respondent	
		Number	Percentage
	Do you think that the organization properly recognizes your contribution to the organization		
	yes	42	59.15%
	No	23	32.39%
	Do not know	6	8.45%
	Total	71	100

Table 6: Recognition of Employees' Contribution of the Organization

As shown in Item1 table 6, 42(59.15%) of the respondent employees said the organization properly recognizes their contribution to the organization, 23(32.39%) of the respondent employees said that the organization do not recognizes their contribution to the organization, 6(8.45%) said do not know. Therefore, the majority said that the organization properly recognizes their contribution to the organization. This is good for employees for increasing the sense of belongingness (ownership)

3.11. Employees Participation on Decision Making Process

No	Item	Respondent	
		Number	Percentage
	Do you think that an employee should participate in the decision-making process		
	Yes	64	90.14%
	No	6	8.45%
	Do not know	1	1.41%
	Total	71	100
	If your answer is "yes" have you participated in the decision-making process?		
	Yes	25	39.06%
	No	39	60.94%
	Total	64	100

Table 7: Employees Participate in Decision Making

For the question asked in table 7 item 1, the majority of respondent 64(90.14%) said yes, 6(8.45%) said no and 1(1.41%) said do not know. This indicates that the large number of employees or the majority of employees are accepted to participate in decision making process. As it can be seen in item 2, table 7 the majority of employees 39(60.94%) have no participation in decision making process and only 25(39.06%) have a participation in decision making. These indicate that the majority of employees are not participated in decision making process. They may cause de-motivation. This effect is decreasing employees' interest to work, inattentiveness and low-level sense of importance and also may create problem in implementing the decision made.

3.12. Open Door Policy

No	Item	Respondent	
		Number	Percentage
	Do your organization follow open door policy		
	Yes	12	16.90%
	No	56	78.87%
	Do not know	3	4.23%
	Total	71	100
	If your answer is yes, do you think that having this policy increase your performance		
	Yes	11	91.67%
	No	-	
	Do not know	1	8.33%
	Total	12	100

Table 8: Open Door Policy

An open-door policy means, literally that every manager's door is open to every employee. The purpose of an open-door policy is to encourage open communication, feedback and to enable employees feel free to talk with any manager at any time. As it can be seen in item 1, table 8, 12(16.90%) respondents replied Yes, which mean the bank have open door policy, 56(78.87%) respondents replied No, which mean the bank do not have open door policy, and 3(4.23%) said do not know. This indicates that the majority of employees said that the organization does not follow open door policy. So, the organization need to improved or create communication and relationship between managers and employees. As it can be seen in item 2, table 8, the majority of employees 11(91.67%) said that this policy increases the performance of the organization by reducing the gap of the relationship between managers and employees.

4. Finding, Conclusion and Recommendation

4.1. Findings

In the organization 63.38% of respondents are male and also the majority age numbers of employees are middle age or Adolescent. Among employees who working in the organization the majority or 57.74% are master's holders. In the organization there is job security because the total employees or 100% are permanent.

Employees within the organization have high level of work experience this indicate that less turn over or high capacity to retain its employees, so we can conclude that the employees are motivated since they are working for long period in the organization. In the organization there are Financial and non-Financial motivational techniques. 71.83% or more than half of employees are not satisfied by the organization motivational activities or techniques. From the total respondent the majority 72.55% of employees are less salary payment and the remaining are different factors. In General, 63.38% of employees are preferred financial motivational techniques.

From the total number of respondent half of the employees 45.07% are say the level of motivation given in the organization are low. These show that there is motivation in the organization but it is not effective. The majority of respondent 56.34% say that the relationship between motivation and the organization performances are average this indicates that motivation and performances have in different relationship on the organization. As seen as in the analysis 95.77% of the respondent believes motivation has impact on the organization performances. The majority of respondent 90.14% are believes that employees should participate in the decision-making process. But 8.45% of respondents said that they do not participate in decision making process. The majority of respondent 59.15% said that the organization properly recognizes their contribution to the organization. This is good for employees to increasing the sense of belongingness or ownership.

4.2. Conclusion

Based on the data presentation, analysis and interpretation, the following conclusions are forwarded.

Employees are not satisfied in motivational technique given in the organization. The major factors are financial and non-financially. Dissatisfaction of employees caused because of less financial reward, low salary payment and non-financially is lack of training and promotion. Salary and lack of bonus are the major factors that affect employee's motivation in state bank of India, especially administrative staffs. Both employees and managers are positive or have good attitude toward inspiration/motivation. The employees believe that motivation has high impact on the organization performances by increasing the efficiency, profitability and belongingness of the organization.

Since the bank's Incentive package is unattractive, level of inspiration/motivation used in the organization could not achieve high quality and effective work. Since the bank is not involving employees in the decision-making process. This is also considered as a factor which hinders motivation. This study reveals low relationship between employee's satisfaction, motivation and organization performances. The organization does not follow open door policy because of not focus on the motivational activities. This might cause communication gap between employees and managers.

4.3. Recommendation

The researcher would like to make the following recommendation in views of what has been conducted by the data collected and analyzed.

The organization might need enhancing salary increment policy through specified time horizon. The organization might need to reduce the communication gap between employees and manager and improve open door policy. The organization might need to allow employees to participate in decision making process. The organization might need to increase and give high level of motivation activities such as financial motivation in order to enhance the satisfaction of employees in work place. The organization might need to implement motivational techniques depending on the employee's interest and desire before implementation. There is high need of employee's performance assessment and motivations need to the individual job. The organization might need to develop short term, middle and long-term training to employees.

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