

**Examining the Impact of Employee Motivation Programs on the
Performance of Non-Executive Workforce in Western Coalfields
Ltd., Maharashtra**

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Abstract

The objective of this research paper is to review employee motivation programs to establish its effects on non-executive workers at Western Coalfields Ltd. (WCL), Maharashtra. Rank and File Employees, which are employees that are directly involved in operational processes within the organization especially at the coalfields, are vital in an organization's daily production. But problems in motivation can offset their efficiency and level of satisfaction within the workplace. More specifically this research is aimed at pinpointing the motivational programs conducted in WCL and evaluating their impact on the improvement of employee motivation engagement, performance and job satisfaction. The review of motivational stimuli that includes; financial incentive, recognition, career advancement and work life balance policies is done through a survey and interviews conducted on non-executive employees and human resource managers. The other aspect of motivation and dimension of the study relates to the relationship between motivation and performance measures including output, turnover, and truancy. The outcomes of the presented study underline an importance of motivation programs, which can help in reaching employees related goals and give recommendations concerning the organization's performance. In general, this study offers practical theoretical advances for researching the strategic management of human resources for the coal mining industry, as well as how to improve the effectiveness of strategy-specific motivational programs in WCL.

Keywords: Employee motivation, non-executive workforce, performance, motivation programs, job satisfaction, workforce productivity

Introduction

Non-executive employees hold important positions in Large Industrial organizations, especially in organizations that operate in the mining industries since they offer their crucial services to ensure the organization full operation. In WCL and in numerous similar companies that operate across India, the non-executive employees are actually the lifeline for mining operations, which range from loading and transportation to routine care and safety of the mines, equipment and personnel. However, non-executive employees complaining various issues like job dissatisfaction, poor performance, negligible career progression chances and lack of motivation and these problems may affect the overall organizational performance.

This paper found that employee motivation plays a crucial role in determining employee performance, organizational commitment and employee turnover in different sectors. Key themes of the literature review include; motivated employees have increased productivity, attentiveness, and organizational commitment. Understanding this, most companies for instance WCL have employed different motivational practices that will enable the attainment of the organizational objectives in relation to its human resource. Again these measures may contain promotion and personal incentives, reward and recognition, staff training and development, flexibility at the workplace etc.

However the impact of such programs on the performance of non-executive workers in WCL remains unknown or unstudied in detail. This research aims at trying to fill this gap by exploring the various motivational factors that affect the performance of non-executive employees in WCL, Maharashtra. Understanding the link between motivation programs and employees' performances is the general purpose of this particular study because it will contribute to the improvement of WCL's human resource management and will help to manage

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its personnel, decrease the turnover rate, and increase non-executive employees' job satisfaction.

This paper is organized as follows: the first sub theme analyses existing literature on employee motivation and performance especially within industrial environment. The second section outlines the method used in the study, then the author reviews the data gathered through the opinion, surveys questionnaires, and interviews of non executive employees and HR managers. Last section of the study provides a summary of the findings, their relevance to the analysis of WCL's human resource practices as well as suggestions for enhancing employee motivation and performance.

By so doing, we shall be able to identify measures devoid of adequate attention as ways to redesign motivation programs with the overall purpose of uplifting workforce productivity particularly at WCL.

Literature review

Work force motivation literature / this remains an active area of research given developments in organizational theories and organizational development: however, the research concerning the effects of motivation to work force performance rises lately because of / acknowledgement of non-executive employees as significant input within operating industries such as mining. This text concentration will be on the recent published articles on thought on broad of aspects of implementing EMPs and its influence on non-executive employees particularly in industrial and mining industries.

Several researches have been conducted on relation between motivation and employee in industrial setting and evidence suggest a strong positive correlation between motivation, employee performance and organizational effectiveness. Gupta and Kumar (2020) also in their 2020 study highlighted that the non-executive employees in the mining industry are important to the functionality of the sector as well as the boosting of productivity by way of rewarding employees using a mix of intrinsic as well as extrinsic incentives to curb cases of absenteeism. From these results, they suggest that job security, growth opportunities and recognition programs are important determinants affecting non-executive employees' performance.

In line with this, Sharma and Sharma (2021) studied the relationship between motivation and worker engagement at the mining firms. The authors noticed that in their survey non-executive employees from such fields as coal mining for example, effectively complete their tasks in case these tasks are supported with recognition of their efforts, and sufficient career progression promotion which leads to growth of satisfaction with work and quality of work. Based on their research, Motivation programs should be appropriately developed to meet the need of non-executive workers in organisations to enhance their working conditions and equitable remuneration.

More research has been done on the kinds of motivation programs used to improve on the non-executive workforce performance. Singh and Pandey (2022) conducted a study on the relationship between, financial and nonfinancial incentives and the employee performance of the manufacturing and mining industries. Their research showed that variable pay structures including performance based bonuses and revenue sharing are the most efficient for encouraging out of executive employees. But non financial motivators like employee incentives and spending time with family was also found to be effective for motivation and to prevent employee turnover.

As Kaur and Gupta (2023) stated that motivative programme that relate to the physical and psychological working conditions, safety training, healthcare facility and stress management are applicable where the occupational environment is more dangerous like coal mining sector. This research focused on the relationship between the personel's happiness and their productivity and other result showed that if the organisation seeks to motivate the employees in global terms, where both the salary aspect and psychological type of motivation is taken into consideration, then they get better results with the non-executive employees.

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Motivation, job satisfaction and performance has been widely studied in a few years of research. In a study by Tiwari & Mehta (2021) the analysis of the importance of engagement programs for enhancing the levels of job satisfaction and performance of non-executive employees of WCL was reviewed. The two hypotheses tested for this study were that commitment and communications successes would have a greater effect on engagement programs than costs and skill development, opportunity recognition, and communications success increased job satisfaction, motivation, and subsequent job performance. Based on this study, it proposes that the non-executive workforce of WCL that has often been reported to have low level of job satisfaction to engagement activities which makes the workers feel valued in the organization.

In addition, using a cross-sectional survey design, with a sample collecting from 450 non-executive workers in 2022, Sharma and Singh established the criterion that leadership support is crucial to providing a motivating context. The studies they carried out showed that when supervisors show concern in the well-being of the subordinates and give feedback, the employees will have the need to work harder. This is even more accurate in companies where the workers are involved in shift work that entails arduous operations including mining of coal. Nevertheless, several research works point to difficulties of motivating other employees other than the executive in motivation programs. Verma and Agarwal toward some organizational factors that predispose or encourage or inhibit manufacturing employees' motivation, where in 2020 the researchers noted how such intrinsic aspects like job autonomy and promotional opportunities within the mining sector. In their research, they established that many non-executive workers do not become fully engaged with the organization goals and objectives from performance view. These deficiencies may be bridged by including the motivation programme as a way of enabling the employees to take part in decision making on issues affecting them, and secondly, by formulating organisational career map that best suits the majority of the employees. *Quality Of Work... Never Ended...*

Furthermore, Patel and Yadav (2021) also explored the challenges to fostering effective motivation programs in mining organisations. They said organizational culture, management's reluctance to invest in training and lack of resources to implement motivation strategies are some of the barriers they found to hinder motivation program from being optimally effective. These barriers according to their research imply that various organizational commitment to employee development, effective communication and feedback are essential in eradicating such barriers.

For the last few years, the contribution of technology for the improvement of employee motivation has become a popular area of research. Rathi and Singh conducted a 2023 study of how digital and gamified approaches influence engagement and motivation among employees in industrial environments. They discovered that records about performance, recognition and monitoring that are accomplished by making use of technologies and computerized tools are beneficial for non-executive employees since it makes the work setting more exciting. Technology in general makes the employees of different hierarchical levels bond with the work they are doing and ultimately increases productivity, which concerns non-executive employees, as well.

Several empirical studies performed in the last decade support the significant importance of motivation in determining the effectiveness of the performance of non-executive employees, especially within manufacturing industries and especially within the mining industry. I found that the combination of monetary rewards, career support, recognition and well-being can greatly enhance both overall job satisfaction and performance of programs. However, problems inclusive of job autonomy, organizational culture, and resources are some of the barriers that need to be solved for motivation programs to succeed. The literature presented here forms a good base for a more elaborate research that will be conducted about the motivation programs

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in Western Coalfields Ltd., Maharashtra with a view of uncovering as to what strategies can be used to bolster the performance of the non-executive workforce.

Objectives of the study

- To examine the impact of employee motivation programs on the performance of non-executive workforce at Western Coalfields Ltd., Maharashtra.
- To identify the key motivational factors that influence the productivity of non-executive employees in WCL.
- To assess the relationship between job satisfaction and motivation levels among non-executive workers in WCL.

Hypothesis of the study

H₀: There is no significant relationship between job satisfaction and motivation levels among non-executive workers at Western Coalfields Ltd. (WCL).

H₁: There is a significant relationship between job satisfaction and motivation levels among non-executive workers at Western Coalfields Ltd. (WCL).

Research methodology

To evaluate the impact on the performance of non-executive workers of the WCL Maharashtra, this study employs a mixed method approach in measuring the impact of the motivation programs. The research work will adopt both quantitative and qualitative research designs in the process of data collection since both are relevant in this type of study. Self completed, structured questionnaire will be administered to a sample of non-executive employees of WCL concerning their motivation, job satisfaction levels and attitude towards motivation programs. The survey will incorporate questions that will be answered on a scale, to determine the relationship between motivation and job satisfaction. To complement the quantitative findings, there will be focus interviews with some of the chosen employees and HR managers so as to gain an in-depth appreciation of motivational possibilities, difficulties of implementing motivational schemes, and influence on performance standards. In this study, the population will be selected using a technique known as the stratified random sampling technique so as to obtain respondents drawn from many departments within WCL. For quantitative data, correlation analysis and regression tests will be accomplished in this study using Statistical Package for the Social Science (SPSS) software while for qualitative responses Thematic analysis will be used to analyze the data collected for the study. Using this combined methodology, a clear picture of motivation and performance in WCL for non-executive workers will be obtained.

Data analysis and discussion

Table 1 – Descriptive statistics

Variable	Mean	Standard Deviation	Minimum	Maximum	N
Motivation Level	3.72	0.85	1	5	125
Job Satisfaction	3.56	0.90	1	5	125
Perception of Motivation Programs	3.40	0.92	1	5	125

Insightful overviews of the 125 workers' levels of motivation, job satisfaction, and impressions of the applied incentive initiatives are provided by the descriptive statistics for Western Coalfields Ltd. (WCL).

Level of Motivation: Non-executive personnel show a pretty high level of motivation, with an average score of 3.72 (on a 5-point scale), but it is not at its greatest potential. Although the majority of workers seem to be quite motivated, there is considerable variation in the workforce as a whole (standard deviation = 0.85), which might mean that some people are more inspired than others. While most people have good intentions, there are still holes that might be filled

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with focused initiatives.

Employees are reasonably pleased with their work, according to the mean score of 3.56 for job satisfaction. While workers may be driven, they could not be completely satisfied with other elements like their work environment, job duties, or career progression possibilities, since this is somewhat lower than the motivation level. Some workers may be more unsatisfied than others, as seen by the larger standard deviation of 0.90 in job satisfaction. The necessity to address particular job-related problems that effect satisfaction levels is highlighted by this heterogeneity.

Perceptions of incentive Programs: With an average score of 3.40, respondents seemed to have a neutral to favourable impression of the company's incentive programs. On the other hand, this score is lower than the job satisfaction and motivation ratings combined, thus it's possible that workers aren't giving the current incentive programs their honest assessment. With a standard deviation of 0.92, we can see that there is a fair amount of diversity in how workers feel about the programs. This might mean that some are enthusiastic about them, while others are ambivalent or even critical of their design and effects.

The data shows that WCL workers are reasonably motivated, but there is a disconnect between their assessments of incentive programs and their overall job happiness. It seems that there is potential for incentive programs to be better in terms of design and execution, leading to happier employees and better results.

Table 2 – Pearson Correlation Coefficient

Variable	Job Satisfaction	Motivation Level
Job Satisfaction	1.00	0.62**
Motivation Level	0.62**	1.00

Table 2 shows the results of a Pearson correlation study that shows, for non-executive employees at Western Coalfields Ltd. (WCL), there is a somewhat favourable link between job satisfaction and motivation level. Employees' motivation levels tend to grow in tandem with their work satisfaction, according to the 0.62 correlation coefficient between the two variables. According to this somewhat positive association, workers who report greater levels of job satisfaction also tend to be more motivated, and the inverse is also true.

The correlation's statistical significance is supported by the p-value, which is less than 0.05 and is represented by "**". The results show that there is a substantial association between work satisfaction and motivation levels, and we can certainly reject the null hypothesis (H_0), which indicated that the two variables do not have a significant relationship. The outcome shows that non-executive personnel at WCL are much more motivated and have higher levels of job satisfaction, lending credence to the alternative hypothesis (H_1).

As a result, it is clear that addressing the elements that lead to work satisfaction is important for increasing overall employee motivation, and the results show that increasing job satisfaction may be an effective approach for doing just that for WCL's non-executive staff.

Conclusion

The objectives of the study were as follows: To analyze the satisfaction level and motivation with respect to job amongst the non-executive employees of WCL, Maharashtra; and to analyze the effect of motivation programmes carried out in WCL on the performance of the employees. Based on the analysis and findings, several key conclusions can be drawn:

Significant Relationship Between Job Satisfaction and Motivation: Thus, the Pearson correlation coefficient indicating the relation between job satisfaction and motivation of non-executive workers is moderate positive, 0.62. This is an implication that satisfaction at the workplace directly correlates with motivation among the employees. This study has established a statistically significant relationship ($p = 0.000$) on the significance of job satisfaction in motivating employees.

Employee Motivation Programs: Although, the study did not compare the efficacy of different

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motivation programs a clear meaningful relation between job satisfaction and motivation was established which means that right motivation programmes that promote job satisfaction could enhance motivation and, by extension, improve the performance of employees.

Improvement Areas: According to the descriptive analysis, the participants expressed moderate levels of job satisfaction and motivation, though, with relative differentiation in the workforce. Such fluctuations imply that there are sectors where WCL may enhance its job satisfaction promotion plan as well as motivation plans to make sure the satisfaction and motivation rates are up to a specific level.

Practical Implications: To management at WCL, the findings call for attention for the physical work environment as a variable that affects job satisfaction which in return causes motivation. These strategies could include: general improvement of their workplace environment, promotion promotions and progress-promoting opportunities as well as appraisal of employee performances and guarantee that motivation plans are well suitable for non-executive workers.

Future Research: Future research should investigate certain aspects of job satisfaction with more intensity in order to understand the assumptions presented in this research: how leadership communicates within the workplace influences motivation, or the role of work-life balance for employees. Also, the effect of long-term specific motivation programs on the outcomes of job satisfaction, and overall performance of the employees could be useful for discovering their feasibility.

Lastly, it is argued that this investigation has brought out an understanding of the effects of job satisfaction on motivation levels of the non-executive employees at WCL and that this issue has to be address if improved organisational performance has to be the end product.

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