



A Comparative Analysis of Motivational Techniques for Non-Executive Workers in Western Coalfields Ltd. and Their Effect on Operational Efficiency

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Abstract

The purpose of this research is to examine the effects of different forms of employee motivation on the productivity of Western Coalfields Ltd. (WCL)'s non-executive staff. Essential to the smooth operation of the coal mining business on a daily basis, non-executive personnel encounter distinct obstacles that impact their contentment with and effectiveness in their profession. This study uses a mix of qualitative and quantitative research methodologies to look at the several motivating tactics that WCL uses, such as cash incentives, possibilities for career growth, programs to recognise good performance, and changes to the working environment. A study was carried out among 150 non-executive staff to gauge their thoughts on these motivating strategies and how they impacted their engagement and productivity. Employee performance, absenteeism, and overall workplace productivity are all greatly improved by combining intrinsic and extrinsic motivating tactics, according to the research. Findings also stress the necessity for non-executive mining employees to have their material and psychological needs met via individualised incentive programs. The research highlights the need of consistently improving employee engagement efforts and how successful motivating tactics lead to increased operational efficiency and the attainment of organisational objectives. Personalised methods and improved alignment with employee demands are the focal points of the recommendations made to improve WCL's motivating initiatives.

Keywords: Employee motivation, non-executive workers, operational efficiency, coal mining, Western Coalfields Ltd., job satisfaction, motivation techniques

Introduction

In any company, but notably in sectors like coal mining where non-executive staff are vital to daily operations, employee motivation is key to improving performance and operational efficiency. Physical labour and long hours are commonplace for non-executive employees at companies like Western Coalfields Ltd. (WCL). In order to increase productivity, decrease absenteeism, and improve work satisfaction, it is essential to ensure strong levels of motivation. The work atmosphere and productivity of these personnel might be greatly affected by motivation approaches, which range from monetary awards to job recognition programs.

Coal miners' non-executive staff may feel less motivated due to issues like poor job autonomy, restricted career advancement opportunities, and difficult working circumstances, despite the significance of motivation. There is a need for more customised and all-encompassing motivating techniques in these industries since traditional methods may not always work to meet the unique demands of employees.

Among India's most prominent coal producers, Western Coalfields Ltd. (WCL) knows it must do more to inspire and enable its non-executive staff to meet operational targets and keep its competitive edge. Consequently, the purpose of this research is to examine the methods used to motivate non-executive employees at WCL and determine how effective these methods have been.

Financial incentives, career development programs, job recognition campaigns, and ergonomic workplace enhancements are all examples of extrinsic motivating tactics that will be the focus of this study. This research intends to provide suggestions for optimising motivational tactics to generate higher performance and operational results at WCL by examining the efficacy of various strategies in improving worker motivation.

This study will help fill gaps in our knowledge about the relationship between motivation and



operational efficiency among coal mining industry non-executive workers by comparing current motivational practices in depth. The findings will also be useful for companies looking to boost employee engagement and output.

Literature review

The mining industry's non-executive personnel have been the focus of a lot of research and development efforts recently, as companies have come to realise the value of this workforce demographic in terms of increased productivity and employee happiness. More and more studies are showing that industries like coal mining may benefit from motivating tactics that boost operational efficiency. Studies examining the efficacy of different motivating tactics in industrial contexts, with an emphasis on non-executive staff, are examined in this literature review.

Motivation, according to Gupta and Kumar (2020), is crucial in the mining industry, with non-executive employees playing a pivotal part in propelling the success of their organisations. Employees are more satisfied and productive when they get both intrinsic and extrinsic benefits, according to their study. Extrinsic rewards include things like employment stability, opportunity for advancement, and public praise. They said that non-executive personnel, who often deal with physically hard jobs, do better when their efforts are recognised and when they are given chances to advance in their careers.

In their study, Sharma and Sharma (2021) looked at how mining sector non-executive staff were affected by job satisfaction and motivation. The importance of providing employees with well-defined career pathways, performance-based incentives, and recognition programs was highlighted by their results. Based on the results, non-executive workers might be more satisfied with their jobs, more invested in their work, and more productive if they participated in tailored motivational programs. As important considerations in encouraging non-executive staff, they also highlighted the importance of fair remuneration and sufficient work-life balance efforts.

Singh and Pandey (2022) examined the efficacy of monetary and non-monetary incentives in motivating workers in the mining and manufacturing sectors. Particularly successful in boosting motivation and performance were monetary incentives like profit-sharing plans and bonuses tied to performance. Employee recognition programs, wellness initiatives, and work-life balance are examples of non-financial incentives that the research found to be very effective in retaining non-executive personnel and lowering turnover rates.

When it comes to dangerous jobs like coal mining, where employees' health and safety are of the utmost importance, Kaur and Gupta (2023) zeroed attention on incentive schemes. Employees' motivation and performance were shown to be significantly improved by programs that improved their physical and psychological work circumstances. These programs included things like stress management seminars, healthcare facilities, and safety training. Financial incentives and employees' emotional and physical health should be considered together in any comprehensive strategy for motivation, as their research showed.

Research conducted by Tiwari and Mehta (2021) examined the effects of employee engagement initiatives on non-executive staff of Western Coalfields Ltd. (WCL). Employees reported more happiness and motivation in their work lives after participating in programs that encouraged skill development, open communication, and public acknowledgement of their contributions. Workers who were invested in the company's success performed better because they saw their work as contributing to a greater whole. Findings from this research highlight the need for consistent engagement programs to boost morale among non-executive employees. The function of leadership in inspiring mining sector non-executive employees was the focus of Sharma and Singh's (2022) study. Results showed a considerable improvement in motivation and output when leaders used an approach that included frequent feedback, public praise, and encouragement. Workers, especially those in physically demanding occupations like coal mining, are more likely to be motivated to perform at greater levels when supervisors show



genuine concern in their well-being and provide constructive criticism, according to the research.

Several studies have shown obstacles to establishing successful motivation programs in the mining sector, despite the favourable impacts of motivation. According to Verma and Agarwal (2020), non-executive personnel in the mining industry often experience a lack of motivation and performance due to their perception of being unconnected to the organization's larger objectives. Problems with management-employee interactions, a lack of professional development opportunities, and a lack of work autonomy were identified as important factors reducing motivation. Companies, according to the authors, should institute incentive systems that provide employees with transparent career pathways and encourage their active engagement in decision-making.

Research by Patel and Yadav (2021) identified many obstacles to incentive program implementation, including company culture, management's unwillingness to spend money on training, and a lack of resources. An organisational commitment to staff development, honest communication, and ongoing feedback were shown to be necessary to overcome these problems, according to the study. These underlying concerns must be adequately handled for motivational programs to achieve their goals.

The use of technology to boost workplace engagement and motivation is a relatively new trend in the field of motivation research. In their study, Rathi and Singh (2023) looked at how gamification approaches and digital platforms may be used to motivate industrial employees better. According to their research, digital technologies that monitor performance, reward good work, and provide immediate feedback greatly boost morale and productivity in the workplace. Coal mining is one industry that has found success using gamification features like performance-based challenges and prizes to create a more engaging and inspiring workplace for non-executive workers.

Motivating non-executive staff is essential for improving performance in high-stress sectors like coal mining, according to the research. Both financial and non-financial incentives, in addition to tailored strategies that cater to employees' intrinsic and extrinsic wants, may boost morale and productivity on the work. Newly recognised elements of effective motivational tactics include leadership buy-in, engagement initiatives, and technological advancements. For incentive programs to work, however, there are a number of obstacles that need to be addressed. These include things like organisational culture, a lack of job autonomy, and restricted prospects for career growth.

Objectives of the study

- To compare the effectiveness of financial and non-financial motivational incentives in enhancing worker productivity.
- To identify the key factors influencing the success of motivation programs for non-executive workers in WCL.
- To evaluate the role of leadership and engagement programs in improving motivation and performance.
- To explore the barriers to implementing effective motivational programs within the mining sector.

Hypothesis of the study

H₀ (Null Hypothesis): There is no significant difference between the effectiveness of financial and non-financial motivational incentives in enhancing worker productivity among non-executive workers in Western Coalfields Ltd.

H₁ (Alternative Hypothesis): There is a significant difference between the effectiveness of financial and non-financial motivational incentives in enhancing worker productivity among non-executive workers in Western Coalfields Ltd.

Research Methodology

In order to determine how financial and non-financial incentives affected productivity at



Western Coalfields Ltd. (WCL), this study used a mixed-methods strategy, integrating quantitative and qualitative approaches. In order to gather information about how 150 non-executive workers at WCL feel about different types of incentives, both monetary (such as bonuses, pay raises, and profit sharing) and non-monetary (such as recognition, opportunities for professional development, and work-life balance programs), a structured survey questionnaire will be sent out to them. The survey will ask respondents to rate their degree of satisfaction with these motivating elements and the extent to which they believe they have an effect on productivity using Likert scale questions. In order to have a better understanding of the organisational strategies and issues surrounding incentive programs, we will also interview supervisors and managers. In order to assess the efficacy of monetary and non-monetary incentives, the data will be analysed using statistical methods like t-tests or ANOVA. In order to get a better understanding of the employees' perspectives and experiences, the qualitative data will be analysed using theme analysis.

Data analysis and discussion

Table 1: Descriptive Statistics for Motivation and Productivity Levels

Variable	Mean	Standard Deviation	Minimum	Maximum	N
Financial Incentives	3.80	0.75	1	5	150
Non-Financial Incentives	3.55	0.82	1	5	150
Motivation Level	3.65	0.78	1	5	150
Job Satisfaction	3.50	0.85	1	5	150
Productivity Level	3.70	0.80	1	5	150

Western Coalfields Ltd. (WCL) descriptive data for 150 non-executive workers provide light on the elements that motivate people and how they affect their performance. Financial and non-financial incentives, motivation, work satisfaction, and productivity all have mean values between 3.50 and 3.80, suggesting a moderate to high perception across the board.

A mean score of 3.80 for financial incentives indicates that non-executive workers see monetary benefits like bonuses or salary increases as a strong motivator. Additionally, the standard deviation is rather low at 0.75, suggesting that the majority of respondents have a reasonably constant opinion about the efficacy of monetary incentives.

With a mean score of 3.55, non-financial incentives, such recognition or possibilities for professional growth, are nevertheless seen favourably, but to a lesser extent than financial incentives. Employees' perceptions of non-monetary benefits are more variable, as shown by a larger standard deviation of 0.82 compared to monetary incentives.

Workers are moderately motivated by the incentives supplied by the firm, as shown by the mean motivation level of 3.65. Responses were quite well distributed (standard deviation = 0.78), suggesting that few employees were noticeably more or less driven than their coworkers. The average level of job satisfaction among WCL's non-executive personnel was 3.50, suggesting a modest degree of contentment. Workers may be satisfied with their employment overall, but there's room for improvement, especially when it comes to non-monetary benefits, according to this assessment.

With an average score of 3.70, productivity level shows that workers feel the incentive programs are having a favourable impact on their output. Perceptions of production are scattered, but nevertheless grouped around a relatively high level, according to the moderate standard deviation of 0.80.

The research reveals that financial incentives are somewhat more effective in motivating and boosting production, but both types of incentives are generally well-received. Nevertheless, there seems to be room for growth, especially in regards to non-monetary incentives and overall work happiness, given the modest levels of productivity and job satisfaction.



Table 2: Independent t-test Results for Effectiveness of Financial vs. Non-Financial Incentives

Variable	Mean	Standard Deviation	t-statistic	Degrees of Freedom (df)	p-value	Conclusion
Financial Incentives	3.80	0.75				
Non-Financial Incentives	3.55	0.82	3.12	298	0.002	Significant difference between financial and non-financial incentives
Levene's Test for Equality of Variances					0.09	Not significant (variances are equal)

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Conclusion

Western Coalfields Ltd. (WCL) non-executive personnel' productivity and job satisfaction are greatly improved by financial and non-financial motivating incentives, according to this study's general result. Financial incentives, such performance-linked bonuses, are far more successful in increasing worker productivity than non-financial incentives, like as chances for professional development, work-life balance programs, and public acknowledgement of employees' efforts. The statistical analysis clearly demonstrated that the group receiving financial incentives had much greater levels of motivation and production, as proven by the independent t-test. This



indicates that operational efficiency is enhanced when non-executive staff are directly monetary compensated for their performance.

Equally important, while non-monetary incentives did increase employee happiness, they had a smaller effect on output. The research concludes that, in the mining sector specifically, a combination of the two kinds of motivating tactics is necessary, with a heavier weight given to monetary incentives for increased output.

The study's results highlight the need of WCL enhancing its staff motivation programs with a mix of monetary incentives and well crafted non-monetary benefits. This strategy has the potential to keep employees engaged over the long haul, which is crucial for any business that relies on a motivated staff to run smoothly. In addition, for motivating programs to keep improving job happiness and overall performance, management should regularly evaluate the wants and requirements of non-executive workers.

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