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Research Article

MOTIVATION OF CONTRACT EMPLOYEES: A CASE STUDY ON JAMSHEDPUR UTILITIES AND SERVICES COMPANY (JUSCO) LTD

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ABSTRACT

The changing trend in the hiring of human resources has brought in new methods. Contract employees are one such method which the employer adopts. Within the organization both the permanent and contract employees work together to achieve the objective and or part time they receive no or less benefits as compared to the permanent employees, and there is no security of job. The study aims to find out the factors that affect the motivation of contract employee in JUSCO Ltd. The data collected from 450 contract employee choosing by random sampling where 100 respondents were in the category of labour and 350 were Non officers. The mean and standard deviation for descriptive analysis, and the factors analysis was used to identify factors motivating the contract employees. It can be concluded that overall HR policies of the organization are highly satisfactory but many of the contract employees does not feel motivated at the workplace due to the negligence of safety precautions, support of the supervisors and co-workers, facilities and the work environment.

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INTRODUCTION

Today organizations aim for being productive and want to be efficient and effective in their activities and operations. In the prevailing dynamic environment, organizations struggle for their sustenance. And the organization that has the capability of building competitive advantage only succeeds. The uniqueness of the organization is always the direct outcomes of its human resource. For the success of any organization human resource management is very essential. It is a source of aid and strength. It is not an exaggeration when we say that the wealth of any organization is its human resources which help it in achieving its goal. The various internal and external challenges for the organization are to be addressed by the human resource managers. The HR manager needs to build a positive and strong relationship with the employees. Basically, the organization performance depends upon the performance of the employee within the organization. The organization develops different strategies to motivate their employee to perform well in their workplace. The main objective of the company in hiring the contract employees is to reduce the cost. The contract employee doesn't get any benefits in the organization accepts for wages. That's why organization faces challenges in motivating the contract employees. The contract employee is a voluntary arrangement between two or parties that is

enforceable at law as a binding legal agreement. The use of contract employee is increasing becoming a permanent feature of the work place. According to M.S.Srinivasan (2008), "motivation is a subject of concern in psychology, management and leadership. "It is one of the important variables to be taken into consideration as it leads to better performance. Though motivation is expected to be natural and it should be coming from the inner feelings of an individual as internal elements, impact of motivation on the employee's performance in the organization is positive to a great extent. In India 45 percents of employee work in contract basis. The company hire contract employee to reduce their cost and contract employee also work like same as permanent employee but very less benefits and wages are paid to them. According to Ruta Daciulyte and Aisle Aranauaskaite (2012), "the concept of contract employees started to spread quickly in the 1990's, since they empower the organization to build their profitability with insignificant cost". Hiring contract employees in large numbers is the solution that companies has come up with due to India's inflexible labour laws which are said to be a big hindrance for industry. Contract employees account for 34% of the total workforce (contract plus regular) of India's top companies.

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REVIEW LITERATURE

Smriti Sinha (2010) the objective of the articles examined the work culture common in the both organization X and Y and also study its impact on the performance and motivational level of the employees at the middle administration level. The outcomes demonstrate that organization X is commanded by an autocratic culture while association Y is ruled by an entrepreneurial culture and there is a huge distinction regarding the profile of the way of life sort common in the two associations. Therefore, it is acknowledged that there is a predominant culture pervasive in each of the two associations X and Y. Another target was to quantify the effect of the work culture on the organizational motivation level.

Sukhminder Jit Singh Bajwa, et.al (2010) the purpose of the study was to find out the motivation factor that helps the health employees, who are doing their duties in the clinical hospital. The factors like autonomy feedback, environment, task significance, job security, compensation task identity and skills were observed to be the important factor of the employee motivation in the health industry.

G. Balachandan *et al.* (2010) in their article clarify the about the impact of condition of work aspect on the insurance company officers motivation. The general insurance company officers and private government owned life Insurance were chosen for the examination work. The Z-Tests highlight those officers from private and government protection having the same sentiment about the motivational efforts taken by the association. The suggestion was given that the officers in their commitment depend on upon the diverse motivational approach taken after by the organization. The best organization needs to center the motivation components, for instance, the case of working, chance to learn and usage of limits.

Nnenna E. Ukandu and Wilfred L. Ukpere (2011) through the article suggested about the framework that could be utilized to enhance the motivation level of the expert working in the fast food and discuss the purposes behind low motivation of the member of staff inside the organization. It was recommended that to rouse employee; administrator ought to make them feel that the association has a high regard for them and that they are the clarification behind the affiliation's success. The organization should have the ability to talk with their masters in an unmistakable and sensible way. Fast food delegates' attitudes should be made through a managing and feedback structure. Secondly, manager recommendations ought not to be underestimated, but rather ought to be utilized to take care of issues in the organization. Farhad Ebrahim Abadi Mohammad Reza Jalil *et al.* (2011) based on expectancy theory study about the factors that influence the motivation. In Isfahan and Kurdistan, the information was collected from the National Iranian Oil Product Distributed Company. The study reveals that inherent and expectation instrumentally, and valence have affected the motivation of member of staff to take an interest in the courses of training and appropriate use of the level of influential components couldn't fulfil expectation of the employees. On expectancy theory, expectancy influenced their effort will without delay craved execution. Instrumentality is the conviction that if a worker meets execution desires, he or she will get a more noteworthy reward, especially for natural instrumentality.

Khalizani Khalid *et al.* (2011) article uncovers to analyze the effects of reward and motivation on the performance of the representative between private and public water utility of organization in Malaysia utilizing perceived quantity of rewards, work satisfaction scales, and work preference inventory. They also attempted to analyze the relationship between achievement, reward, and the motivation of the job. The regression analysis was done while gap analysis was done to decide the large contrasts on the level of motivation, reward, and achievement in both public and private company. The research demonstrates that reward has a direct and positive effect on the motivation. The motivation altogether strongly influenced work satisfaction and reward. Through the test it was found that public water utility has higher level of reward and motivation.

Muhammad Sohail Anwar *et al.* (2011) suggested in the article to find how independent variable contract work identifies the relation with dependent variable with aspects of insecurity, commitment, and advantages (motivating forces). Incentive and job security have strong association with the employee. The incentives and loyalty have positive relation were as job uncertainty have a negative relation with the performance according to Correlation analysis. The performance of employee helps the organization to become lead player in the market place. To exist in the market it was recommended that incentives and job security should be given to the employee working in the organization.

Wandera *et al.* (2011) proposed to look at the impacts emerging from the utilization of contract legally binding workers by managers/associations. The study utilized Kenya Forest Service, which had impressive huge quantities of workers on temporary contracts, as a case. The fundamental target of this study was to decide the impacts of contracting staff on temporary occupation to an organization. a case study and descriptive method were used for research methodology. The study endorsed that contract job results to unscheduled turnover in the organisation resolve low staff and low profitability. Temporary work affected productivity of the staff in the relationship since more effort and time is used as a piece of planning new illustrative as their turnover was high. The examination additionally noticed that the very way of temporary job expands sentiments of separated loyalty with respect to brief worker. This decreases their level of duty and thus the efficiency.

Rajeshwari Devadas (2011) through their meta analysis aimed to find the current review literature related to motivation of employee practice in the organization. The articles published in 1999- 2010 in English based on electronic data base was searched. To short the current literature extensive and screening and empirical study which focus on motivation of employee was studied. It was concluded that literature review uncovers future reaching backing of motivation ideas in organization. Hypothetical and literature review affirms motivation ideas are the key to workers. Work qualities, management practice, representative attributes and more extensive natural elements are the key factors impact representatives' motivation in the association.

Objective

- To identify, analyze and discuss important motivational factors among contract employees working in JUSCO Ltd.
- To analyze the impact of demographic variables on motivational factors for contract employees.

Hypotheses

Hypotheses are tentative statements capable of being tested scientifically, that relates an independent variable to some dependent variable. The following four Null hypotheses were developed to study and analyze the research problem.

- H1: Work environment does not impact contract employee motivation.
- H2: Healthy and safety work condition do not effect contract employee motivation.
- H3: Career growth and learning does not affect contract employee motivation.
- H4: Interpersonal relations does not motivate contract employee in JUSCO Ltd.

METHODOLOGY

The study uses quantitative research approach. The study will be using the survey method. To do this study, a questionnaire related to employee motivation was planned in the way that helps to achieve my study objectives. The study is done to measure the motivational level of the employee towards organizations and the strategies adopted by JUSCO Ltd. It also find the out the association between the demographic variables and the workplace motivation secondly the perception of the employee towards motivational strategies in JUSCO Ltd. The lists of employee in the category are considered as sampling frame from which sample of 450 non-officers and labour was selected randomly. The total employees of JUSCO of Jamshedpur units are considered as population of studies. The data collected from 450 contract employee choosing by random sampling where 100 respondents were in the category of labour and 350 were Non officers.

Data Analysis and Statistical Tool

The data is analyzed by using SPSS 17.0 package to create tables to represent the data. Analysis was done primarily by tabulating the data. The mean and standard deviation for descriptive analysis, and the factors analysis was used to identify factors motivating the contract employees. The nominal and ordinal scales were used to measure the data. The ranking scales and rating scales were used to measure the object in the questionnaire. The response of the sample respondents on employee motivation were measured in five scales through the options like never, on some occasion, on most of the occasion and regularly and for some of the questions only yes and no . The data collected are arranged, summarised, and assembled with the help of analytical tool . this will help to facilitate comparison categories of different data.

Demographic Analysis of Respondents

Age Of Respondents				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30	187	41.6	41.6	41.6

30-40	176	39.1	39.1	80.7
40-50	70	15.6	15.6	96.2
50-60	17	3.8	3.8	100.0
Total	450	100.0	100.0	

Interpretation - From the above table on the age of respondent it is clearly visible that employee in the age group of 20- 30 is 41.6 percents of the respondents and 30- 40 age group of respondents is around 39.1 percents. So it observed that more number of employees is in the age group of 20-30.

Gender Of Respondents					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	female	142	31.6	31.6	31.6
	male	308	68.4	68.4	100.0
	Total	450	100.0	100.0	

Interpretation - According to the above table it demonstrates that out of 450 aggregate populations, the female was 31.6 percent and likewise male rate was 68.4 percent, so it exhibits that the number of male worker is more than the female working in the Jusco Ltd.

Table 5.3 Designation Of Respondents					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	labor	101	22.4	22.4	22.4
	Non-officers	349	77.6	77.6	100.0
	Total	450	100.0	100.0	

Interpretation-From above table based on designation of respondents it is observed that the respondents are categorized into labour and non officers. It is seen that 22.4 percents of female respondents are there in the company whereas as 77.6 percents are male respondents .so it is clearly observed that male respondents are more than the female respondents.

Experience Of Respondents					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	0	2	.4	.4	.4
	0-10	330	73.3	73.3	73.8
	10-20	107	23.8	23.8	97.6
	20above	11	2.4	2.4	100.0
	Total	450	100.0	100.0	

Interpretation - As indicated from the above table it is clearly visible that employees less than 10 year which is 73.3 percent of respondents in the group of experience dominantly present whereas with above 20 years experience found to be only 23.8 percents of the respondents.

Company Departments					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Public Health	100	22.2	22.2	22.2
	EIS	76	16.9	16.9	39.1
	DVGR	177	39.3	39.3	78.4
	EPC	97	21.6	21.6	100.0
	Total	450	100.0	100.0	

Interpretation: The above table indicate that respondents from Public health department is 22.2 percent whereas in EIS department 16.9 percent of respondents. similarly 39.3 percent of respondents in the DVGR and only 21.6 percents of respondents in the EPC .So it is clearly observed that there is more number of respondents from DVGR.

Factor Analysis Method

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.050	37.103	37.103	7.050	37.103	37.103	3.923	20.649	20.649
2	2.642	13.906	51.009	2.642	13.906	51.009	3.826	20.138	40.788
3	1.735	9.131	60.139	1.735	9.131	60.139	2.628	13.831	54.619
4	1.126	5.928	66.068	1.126	5.928	66.068	2.175	11.449	66.068
5	.914	4.812	70.880						
6	.770	4.051	74.931						
7	.680	3.579	78.510						
8	.568	2.988	81.498						
9	.528	2.780	84.278						
10	.500	2.630	86.908						
11	.397	2.088	88.996						
12	.380	1.998	90.994						
13	.337	1.773	92.767						
14	.317	1.670	94.437						
15	.290	1.527	95.964						
16	.250	1.318	97.283						
17	.203	1.069	98.352						
18	.170	.896	99.248						
19	.143	.752	100.000						

Extraction Method: Principal Component Analysis.

Interpretation - The table above shows that four factors were extracted. In total factors the four factors were extracted to explain 66.068 of the variance. The first factors is able to extract 20.649, second factor is able to extract 20.138, the third factor is 13.831 and fourth is 11.449 is able to extract.

Table 5.13 Rotated Component Matrix

	Component			
	1	2	3	4
compensation on accidents	.881	.073	.026	.271
health in mind	.835	.207	.201	-.006
training for using safety equipment	.826	.167	-.028	.170
proper settlement after leaving work	.719	.102	.266	-.013
contractor take care upon accidents	.644	-.087	.344	.462
challenging job	.164	.860	-.139	-.067
facilities provided in workplace	.004	.701	.140	.173
employee of Jusco behave humanly	.195	.681	.244	.004
opportunity to learn new thing in work place	.401	.630	.184	.175
Jusco contractor cell help in solving problem	.046	.627	.322	-.027
encourage for giving suggestion	-.092	.575	.447	.221
work place safe from accidents	.490	.510	.150	.259
supervisor pay heed	.123	.035	.809	.250
co-worker help in work place	.223	.279	.671	.254
decent language use by co-worker	.356	.366	.656	-.125
complete liberty to take decision	.141	.487	.582	.272
accept additional responsibility	.042	.181	.156	.775
provided safety equipment	.347	-.295	.173	.680
co workers are efficient and knowledgeable	.165	.294	.110	.632

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

The correlations between each of the variables and the estimated components is estimated from the above the Rotated complex matrix. From the above data following four factors are identified which motivate the contract employees of Jusco Ltd.

1. Health safety
2. Work Environment
3. Growth and Learning
4. Interpersonal Relations

Findings

Demographic analysis of respondents

Age -The distribution of respondents based on the age groups inferred that 41.6 percent of the respondents belonged to the age group of 20-30 years. Around 39.1 percent of the respondents fall in the group of 30-40 years of age and 19.4 percents of respondents in the age group of above 40. So it is observed that more number of contract employees were in the age group of 20 -30. It indicate that majority of the respondents are young in the age group of 20-30.

Genders-The demographic analysis of respondent data reveals that a majority (68.4) percent of contract employee are male.

Designation-The respondent data indicates that around 77.6 percent of them belonging to non officers' categories.

Experience-A Majority of respondent 73.3 percent of them were with less than 10 years experience and this correspond with inference made with age.

Department- Around 39.3 percent of respondent were working in DVGR department and 22.2 percent of the respondent in public health ,16.9 percent of respondents in EIS whereas in EPC 21.6 percent. The majority of the respondents were from DVGR department.

Perception of Contract Employees in JUSCO towards factors of Motivation

When the 19 statement were analyzed for finding the descriptive analysis of the motivational factors.

Health and Safety

- **Health In Mind**- The main segment, health in mind around 71.6 percent of the respondent stated that there health related issues are taken care by the company regularly and only 22.7 percent of respondent reply on most of the occasion .It was cleared that there was the vast variety in the replying of the respondents yet it was completely cleared that respondent wellbeing is taken care in the organization.
- **Compensation**- Regarding the compensation on accidents is clearly observed that 72 percent of respondent gave their opinion that compensation on accidents are paid regularly to the contract employee.
- **Training for Using Safety Equipments**- the data reveals that 75.3 percent of respondent say that they get the training regularly whereas 25 percents of respondents responded that training is not provided regularly. There is large difference in the reaction of the respondent so it can reveal that better training facilities are provided by the company to the employee for using of safety equipments.

- **Proper Settlement Provided After Leaving The Work-** Around 75.3 percent of respondents addressed that regularly proper settlement are given to them at the time of leaving the job. Whereas only 25 percent of them say that proper settlement is not provided frequently after leaving the work. It is observed that there is a large variation in the answer so it not wrong to state that proper settlement is provided to the employee after leaving the work.
- **Contractor Take Care Upon Accidents** -53 percent of the employee responded that Contractors take care upon accidents regularly, whereas 46.4 percent of respondent responded moderately so it is absolutely unmistakable from the information that contractor don't deal with accidents consistently.
- **Complete Liberty To Take Decision-** It is clearly observed that only 55 percent of respondent regularly get the liberty to take decision where as 45.60 percent of respondent responds that they are not getting liberty to take decision.
- **Proper Language Used By The Co-Worker** -The data reveals that around 74 percent of respondent says that regularly proper language is used by the co-worker in workplace .So it can be interpreted that work environment is safe and good for the contract employee. 25 percent of respondent stated not regularly.
- **Jusco Contractor Cell Help In Solving Problem** -Around 69.8 percent of respondent state that in regularly basis the contractor helps them in solving the issue though just 30 percent of respondent addressed not consistently. So it is obviously distinguished that Jusco temporary workers cell put their full exertion and frequently takes care of the issue.

Work Environment

- **Challenging Job** - It is good sign for the company that around 55.6 percent of the respondent take challenging job whereas only 34 percents of employee are not taking challenging.
- **Facilities Provided In Work Place** - It was observed that 49.1 percent of respondent expressed that facilities was provided in the work place and more than 50 percent of respondents who reply that facilities are not provided frequently was higher so the company should take care that all the employee working in contract basis should get appropriate facilities in the work place.
- **Work Place Safe From Accidents** -The workplace safe from accidents data reveals that 64 percent of respondent responded that regularly the workplace is safe from the accidents whereas 25 percent of respondent stated that no the workplace is not safe.
- **Encourage For Giving Suggestion-** Around 56.4 percent of respondent say that in regular basis they are encouraged for giving suggestion regularly whereas more than 40 percent of respondent so indicated that only 57 percent of respondent are taking an active part in the organization .
- **Jusco Contractor Cell Help In Solving Problem** -Around 69.8 percent of respondent state that in regularly basis. The Jusco contractor help them in solving the issue though just 30 percent of respondent addressed not consistently.
- **Opportunity To Learn New Things In Workplace** - Around 47.6 percent of respondent state that they get opportunity to learn regularly whereas more than 50 percent say no they are not getting opportunity so the organization should see that while working employee should learn new things.
- **Jusco Behaves Humanly-** It is observed that only 64.4 percent of respondent state that employee of Jusco behaves humanly with the contract employee and they are treated properly in the Jusco regularly. Similarly only 25 percent of the respondent say not regularly.

Interpersonal Relations

- **Supervisors Pay Heed-** It uncover that around 60 percent of respondent responded that supervisor pay heed for their performance and 40 percent of respondent addressed not consistently so it demonstrated that exclusive organization ought to see that each of the respondent ought to get notice from the supervisors for their better execution.

Growth and Learning

- **Accept Additional Responsibility-** Around 49.9 percent of respondent say regularly they take additional responsibility whereas 50 percent of respondent are not taking additional responsibility. The administration must discover the explanation for it why their workers are not prepared for extra responsibility.
- **Provided Safety Equipments-** It was stated that supplying of safety equipment around 56 percent of respondent agree that it is regularly provided similarly 43 percent of respondent say not regularly so it can be framed that in some place equipments are not provided frequently.
- **Co-Worker Are Efficient And Knowledgeable-** Around 68.4 percent of respondent tells that their co- worker is efficient and knowledgeable and around 24 percent responded on most of the occasion so it clearly observed that 25 percent of contract employee response that co-worker are not efficient and knowledgeable.

CONCLUSION

It can be concluded that overall HR policies of the organization are highly satisfactory but many of the contract employees does not feel motivated at the workplace due to the negligence of safety precautions, support of the supervisors and co-workers, facilities and the work environment. It is recommended that although many of the contact employees are highly satisfied with the health and safety, interpersonal relations, work environment and growth. But the unsatisfactory ones should not be neglected as they are also the part of the organization. So it is recommended that contract employees should be given proper awareness as they might be unaware of the various safety and health measures, training programs of the organization. Motivation can only be attained if the employees feel highly satisfied and content at the workplace. The present study covers mainly the contract employees working in JUSCO. So the further study can be conducted on all level of employees in the organization. A comparative study of the impact of benefits on motivation of contract employees at various levels in the organization can be taken up. The effective results can be obtained by further research on motivation factors that affect both permanent and contract employees of JUSCO Ltd. A comparative study on the two types of employees can be taken up.

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