

Empirical Study on Innovative Techniques of Motivation for Employee Retention: Comparative Study of Jet Airways and Indigo Airlines at Lucknow

Neha Nazneen Siddiqui

*Research Scholar, Department of Business Management, Integral University,
Kursi Road, Lucknow – 226026, Uttar Pradesh, India
E-mail: nazneenn@iul.ac.in*

Gaurav Bisaria

*Assistant Professor, Department of Business Management, Integral University,
Kursi Road, Lucknow – 226026, Uttar Pradesh, India
E-mail: gaurav_or@rediffmail.com*

Abstract- Human resources are the backbone of all organization. Even though a wide range of the organizations is presently days, observed to be technology-driven, yet HR is required to run the technology. With all-round advancement in every single zone of the economy, there is a solid challenge in the market. With this improvement and competition, there are avenues and openings accessible in the hands of the HR. The greatest test that organization is confronting today isn't just dealing with these assets yet, also, retaining them. Securing and holding talented representatives assumes a tough job in any organization since workers' knowledge and skills are integral to organizations' ability to be financially strong. Plus, continuously fulfilling the worker's expectations is another test that the businesses are confronting today. Keeping into account the significance of the issue of retention of staff, the present investigation attempts to find out the various available literature and research work on employee retention and the factors affecting employee retention and job satisfaction among the employees.

Keywords: Employee, human resource, organization, retaining, satisfaction.

I. INTRODUCTION

Strategies on the most proficient method to limit employee attrition stood up to with issues of employee attrition; the management has a few strategy choices viz. changing (or improving existing) policy towards recruitment, selection, induction, training, job design, and wage payment. Policy decision, in any case, must be suitable for the exact finding of the issue.

Employee attrition down owing to poor choice systems, for instance, is probably not going to improve where the arrangement change to concentrate solely on the induction procedure.

Similarly, employee attrition attributable to wage rates, which produce earnings that are not competitive with other firms in the local labor market is unlikely to decrease where the policy arrangement and modification merely to upgrade the organization's provision of on-the-job training opportunities.

Given that there is an increase in and indirect costs of labor attrition, therefore, management is frequently exhorted to identify the reasons why people leave the organization's, so that appropriate action is taken by the management.

Effective employee retention is an organized effort by employers to create and foster an environment that encourages existing employees to remain employed by employee-friendly policies and practices in place that addresses their diverse needs.

A strong retention strategy becomes a great recruitment tool. Retention of key employees is critical to the long-term success of any organization.

It is a well-known fact that retaining your staff ensures customer satisfaction, increment in sales and productivity, satisfied colleagues and staff, effective succession planning, and deeply imbedded organizational knowledge and learning.

Employee retention matters as organizational issues such as training time and investment; lost knowledge; insecure employees and a costly candidate search are concerned. Hence, failing to retain a beneficial employee is a costly proposition for an organization.

Various research suggests that losing a middle manager in most organizations' costs up to five times his salary. Intelligent and self-motivated employers always realize the importance of retaining the best talent. Retaining talent has never been so important in the Indian scenario; however, things have changed in recent years. In prominent Indian metros at least, there is no deficiency of opportunities for the best in the business, or even for the second or the third best. Retention of key factor and treating attrition troubles has never been so important to companies. It is a fact that the retention of key employees is critical to the long-term health and success of any organization. The performance of employees is often coupled directly to quality work, customer satisfaction, and increase sales and even to the brand image of a company. Whereas the same is often indirectly linked to, satisfied employees, effective succession planning, and deeply embedded organizational knowledge and learning.

Employee retention matters, as, organizational issues such as training time and investment, costly candidate search, etc., are involved. Hence, failing to retain a key employee is a costly proposition for any organization.

II. LITERATURE REVIEW

The motivation for an employee is normally connected with execution, responsibility, relationship with the organization, their job as a pioneer or supporter, and anticipated participation. Workers are inspired on the off chance that they feel that their endeavors are probably going to bring wanted results. Motivated workers take activities to accomplish their defined goals.

The manager cannot motivate employees but inspire or influence them to achieve their organizational goals, which they are already motivated to do[1].

To motivate each employee at the workplace, it is mandatory to understand the factors which can motivate every employee at the workplace [2]. The same factor cannot work in the whole group of employees as they have different needs and motives, so it is suggested to understand each employee need and wants and then motivates them accordingly [3]. All individuals are different in terms of personality, attitude, and other factors.

Offering preparing and improvement programs that successfully adds to individual and expert development of people is another powerful worker inspiration procedure [4].

A systematic study led to identifying employee motivating factors [5]. Herzberg with his colleagues Bernard Mausner and Barbara Snyderman conducted a study on accountants and engineers in Pittsburg, PA area. The result of this study provided a basis for what is referred to as “Herzberg’s Two Factor Theory” of motivation. This theory is also recognized as a job attitude theory. The study depicted that job satisfaction and dissatisfaction are not contradictory terms [3]. Opposite to job satisfaction is no job satisfaction as well as opposite to job dissatisfaction is no job satisfaction. According to Frederick Herzberg, there are two sets of needs[6]-[10]. There is a built-in drive to avoid pain from the environment, and basic biological drive which necessitates earning money, i.e., money becomes a specific drive. Another set includes the ability to achieve and, through achievement, to experience psychological growth. The growth in the case of an employee in the organization is related to job content [11]-[14]. Again the stimuli inducing pain avoidance behavior is found in the job environment. Growth or Motivators that are intrinsic to the job are achievements, recognition for achievement, responsibility, and growth or advancement [15].

III. OBJECTIVE AND HYPOTHESIS

A comparative study of Jet and Indigo airline employees in context with Hertzberg two factor theory.

Sub-objective: To compare Jet and Indigo airline employees’ motivation on the basis of “*Promotion*” (*Motivation factor*)

Sub-objective: To compare Jet and Indigo airline employees’ motivation on the basis of “*Recognition*” (*Motivation factor*)

Sub-objective: To compare Jet and Indigo airline employees’ motivation on the basis of “*Responsibility*” (*Motivation factor*)

Sub-objective: To compare Jet and Indigo airline employees’ motivation on the basis of “*Achievement*” (*Motivation factor*)

Hypothesis

- Jet Airways employees are more satisfied as “*Promotion policy*” at the workplace is more in jet airways in comparison to indigo airline and vice versa.
- Jet Airways employees are more satisfied as “*Recognition for work*” at the workplace is more in jet airways in comparison to indigo airline and vice versa.
- Jet Airways employees are more satisfied as “*Sense of responsibility*” at the workplace is more in jet airways in comparison to indigo airline and vice versa.

Jet Airways employees are more satisfied as “*achievement*” at the workplace is more in jet airways in comparison to indigo airline and vice versa.

IV. RESEARCH METHODOLOGY

Research Methodology is a means to crack the research problem scientifically. Research is a skill of technical exploration. The latest definition of research is as “a cautious exploration (or) inquiry, particularly through the search for novel information in any area of knowledge.” For this paper in the research initially, the authors used expressive research to report the factor as such happen. Afterward, exploratory research has been used to find the root and effect. The primary data are collected a fresh and for the initial time and therefore occur to be an original character. For this paper, Primary data were gathered with the help of a questionnaire, and the informal interview was also carried out to get the direct responses of the employees regarding critical factors. Secondary data are those data accessible by now in the books of records. Secondary data was collected from company records and annual reports. The statistical tools used for analyzing the data collected Percentage method, Mean and standard deviation, Correlation, Chi-square, Weighted average.

4.1 Population

Employees of Indigo and Jet airways working in Lucknow airport.

4.2 Sources of data

- Primary
- Primary data will be collected through the personal interview (Telephonic, Face to face), survey, and a questionnaire.

4.3 Respondent profile

Ground staff of Indigo and Jet Airline working at Lucknow airport.

4.4 Sampling Techniques

Simple Random Sampling (SRS) of probability sampling has been used.

4.5 Type of Research

Empirical research has been done.

4.6 Sample Size and Data Collection Methods

This study has been conducted on 200 employees working in Indigo and Jet Airways at Lucknow Airport.

4.7 Data Analysis and Interpretation

Descriptive statistics like frequencies, crosstab, and ratios have been applied for analysis and interpretation. Pie charts and bar diagrams etc. have been used.

*4.7.1 Data Interpretation:**4.7.1.1 Promotion Policy*

Respondents were asked for to point toward their level of agreement or disagreement with the “Promotion Policy” at their workplace. Table 1 and figure 1 below specifies their responses.

Table 1: Satisfaction with the Promotional Policy at Workplace

Do you satisfied with the promotional policy at your workplace? Cross-tabulation					
			Do you satisfied with the promotional policy at your workplace?		Total
			yes	No	
Name of organization	Indigo	Count	84	16	100
		% within Name of organization	84.0%	16.0%	100.0%
		% within 5. Do you satisfied with the promotional policy at your workplace?	77.1%	17.6%	50.0%
		% of Total	42.0%	8.0%	50.0%
	Jet Airways	Count	25	75	100
		% within Name of organization	25.0%	75.0%	100.0%
		% within 5. Do you satisfied with the promotional policy at your workplace?	22.9%	82.4%	50.0%
		% of Total	12.5%	37.5%	50.0%
Total		Count	109	91	200
		% within Name of organization	54.5%	45.5%	100.0%
		% within 5. Do you satisfied with the promotional policy at your workplace?	100.0%	100.0%	100.0%
		% of Total	54.5%	45.5%	100.0%

Source: Primary Data collected from the questionnaire

Figure 1 clearly shows that 84 % of employees of Indigo Airline are satisfied with the promotional policy at the workplace. On the other hand, only 16% of employees with Jet Airways are satisfied with the promotional policy at the workplace. Promotional policy at the workplace plays a very important role in employee motivation. Jet Airways employees seem dissatisfied because of promotional policy at the workplace.

4.7.1.2 Recognition at the Workplace

Respondents were asked to point toward their level of agreement or disagreement with the “Recognition at Workplace” at their workplace. Table 2 and figure 2 below specify their responses.

Table 2: Recognition at Workplace

How often your work is recognized (appreciated) at your workplace?							
Cross-tabulation							
			How often your work is recognized (appreciated) at your workplace?				Total
			Always	Sometimes	Neutral	Not at all	
Name of organization	Indigo	Count	71	23	3	3	100
		% within Name of organization	71.0%	23.0%	3.0%	3.0%	100.0%
		% within 7. How often your work is recognized (appreciated) at your workplace?	87.7%	62.2%	3.8%	100.0%	50.0%
		% of Total	35.5%	11.5%	1.5%	1.5%	50.0%
	Jet Airways	Count	10	14	76	0	100
		% within Name of organization	10.0%	14.0%	76.0%	0.0%	100.0%
		% within 7. How often your work is recognized (appreciated) at your workplace?	12.3%	37.8%	96.2%	0.0%	50.0%
		% of Total	5.0%	7.0%	38.0%	0.0%	50.0%
Total	Count	81	37	79	3	200	
	% within Name of organization	40.5%	18.5%	39.5%	1.5%	100.0%	
	% within 7. How often your work is recognized (appreciated) at your workplace?	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	40.5%	18.5%	39.5%	1.5%	100.0%	

Source: Primary Data collected from the questionnaire

Figure 2 clearly shows that 71% of employees of Indigo Airline always get recognition at the workplace. On the other hand, only 10% of employees with Jet Airways get recognition for their work. Recognition in the workplace plays a very important role in employee motivation. Jet Airways employees seem dissatisfied because their work is not recognized and appreciated.

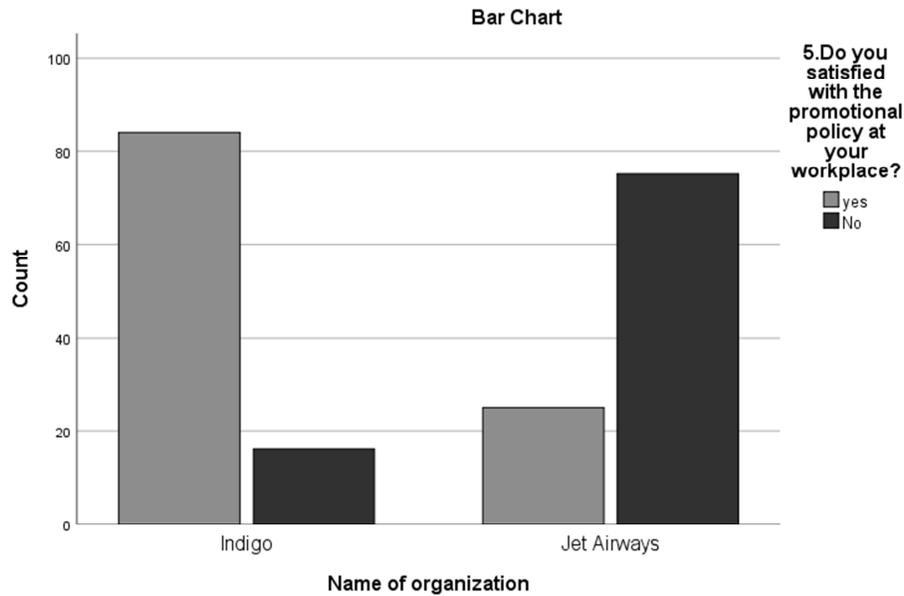


Figure 1. Bar Chart for Satisfaction with the Promotional Policy at Workplace

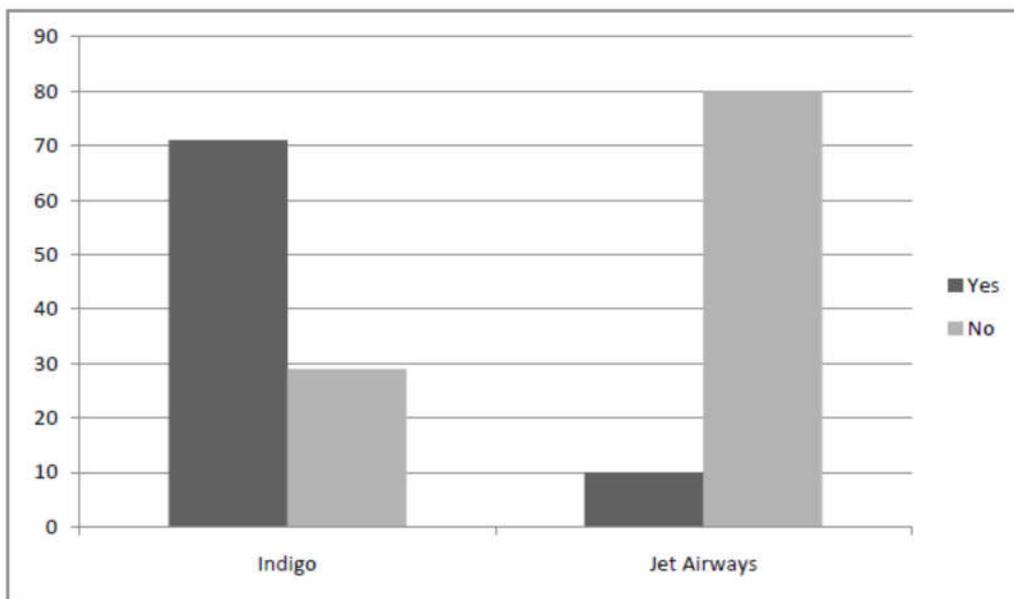


Figure 2. Bar Chart for Recognition at Workplace

4.7.1.3 Additional Responsibility at Workplace

Respondents were asked for to point toward their level of agreement or disagreement with the “Additional Responsibility at Workplace” at their workplace. Table 3 and figure 3 below specify their responses.

Table 3. Additional Responsibility at Workplace

Do you get motivated when the additional responsibility is given to you at your workplace? Cross-tabulation					
			Do you get motivated when the additional responsibility is given to you at your workplace?		Total
			yes	No	
Name of organization	Indigo	Count	84	16	100
		% within Name of organization	84.0%	16.0%	100.0%
		% within 8. Do you get motivated when the additional responsibility is given to you at your workplace?	48.0%	64.0%	50.0%
		% of Total	42.0%	8.0%	50.0%
	Jet Airways	Count	91	9	100
		% within Name of organization	91.0%	9.0%	100.0%
		% within 8. Do you get motivated when the additional responsibility is given to you at your workplace?	52.0%	36.0%	50.0%
		% of Total	45.5%	4.5%	50.0%
Total		Count	175	25	200
		% within Name of organization	87.5%	12.5%	100.0%
		% within 8. Do you get motivated when the additional responsibility is given to you at your workplace?	100.0%	100.0%	100.0%
		% of Total	87.5%	12.5%	100.0%

Source: Primary Data collected from the questionnaire

Figure 3 clearly shows that 84% of employees of Indigo and 91% employees of Jet Airways said that they get motivated when the additional responsibility is given to them. Responsibility is always associated with power and other benefits, which eventually increase the satisfaction level of employees and motivates them to achieve better.

4.7.1.4 Sense of Achievement in Organization

Respondents were asked to point toward their level of agreement or disagreement with the “Sense of Achievement in Organization.” Table 4 and figure 4 below specify their responses.

Table 4. Sense of Achievement in Organization

Do you feel a sense of achievement in your organization?								
			Do you feel a sense of achievement in your organization?					Total
			Always	Sometimes	Neutral	usually Not	Not at all	
Name of organization	Indigo	Count	79	17	2	0	2	100
		% within Name of organization	79.0%	17.0%	2.0%	0.0%	2.0%	100.0%
		% within 9. Do you feel the sense of achievement in your organization?	87.8%	60.7%	2.6%	0.0%	66.7%	50.0%
		% of Total	39.5%	8.5%	1.0%	0.0%	1.0%	50.0%
	Jet Airways	Count	11	11	76	1	1	100
		% within Name of organization	11.0%	11.0%	76.0%	1.0%	1.0%	100.0%
		% within 9. Do you feel the sense of achievement in your organization?	12.2%	39.3%	97.4%	100.0%	33.3%	50.0%
		% of Total	5.5%	5.5%	38.0%	0.5%	0.5%	50.0%
Total		Count	90	28	78	1	3	200
		% within Name of organization	45.0%	14.0%	39.0%	0.5%	1.5%	100.0%
		% within 9. Do you feel the sense of achievement in your organization?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	45.0%	14.0%	39.0%	0.5%	1.5%	100.0%

Source: Primary Data collected from the questionnaire

Figure 4 shows that 79% of employees working with Indigo Airline always get a sense of achievement in the workplace, whereas only 11% of Jet Airways employees feel the same way. The sense of achievement plays a pivotal role in the motivational level of employees. If this factor is missing in the workplace, employees will be highly dissatisfied. We can say that Jet Airways employees are highly dissatisfied in terms of achievement in the workplace.

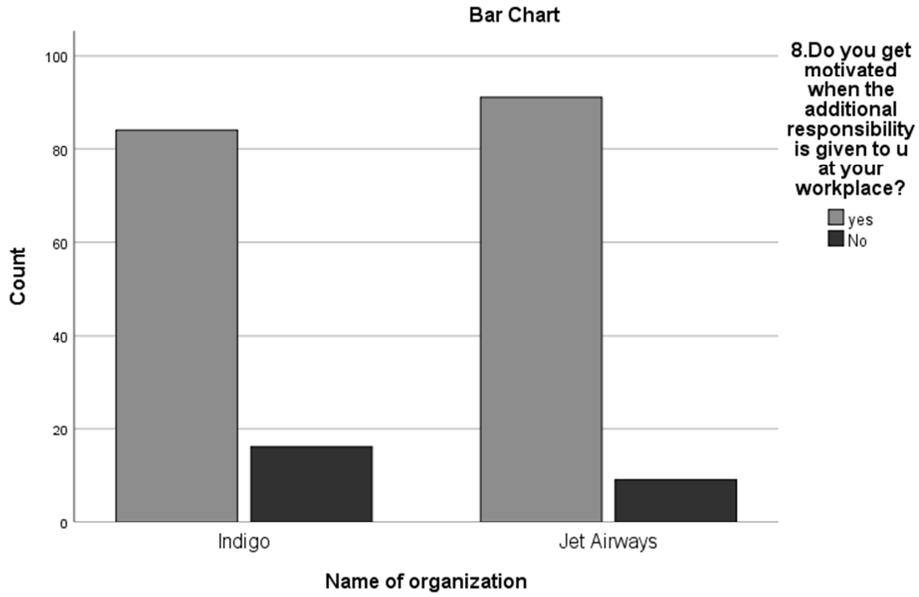


Figure 3. Bar Chart for Additional Responsibility at Workplace

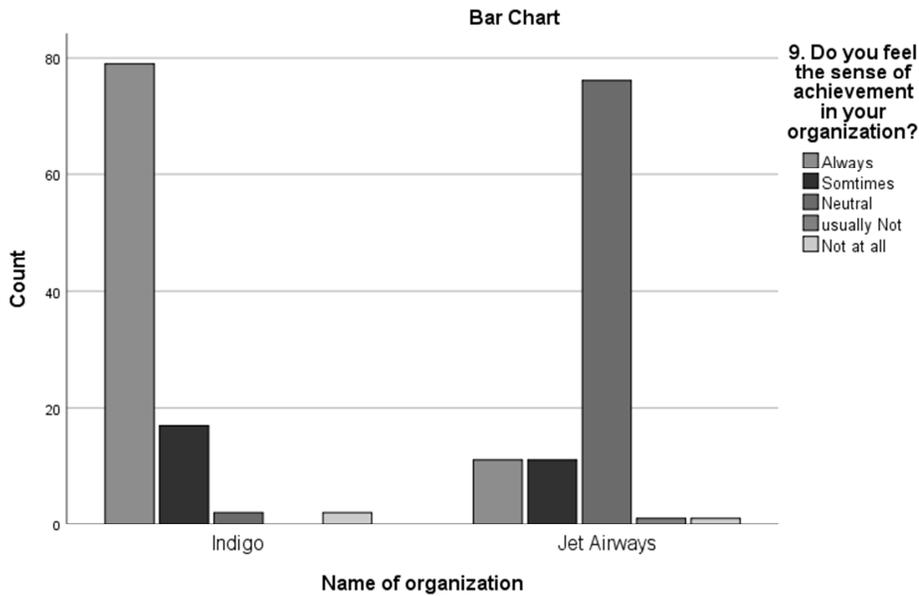


Figure 4. Bar Chart for Sense of Achievement in Organization

V. CONCLUSION

The root behind this study to detect the level of motivation of Jet and Indigo airline employees on the basis of Herzberg two factor theory of motivation. Various factors of Herzberg two factor theory have been taken into consideration. It is advised from the study that employees feel satisfied and motivated if the correct motivational factor is applied to them at the correct time. Employees should be cared according to their requirement, and this will ensure the retention of them too.

The study found that various factors should be considered.

Recognition - The employees should be appreciated and recognized for their accomplishments by the immediate boss. Sense of achievement - The employees must have a sense of achievement for their work. Employees get motivated if they feel that they have achieved something in the organization. So employees are advised to focus on the sense of achievement to motivate employees. Growth in career - There must be growth and advancement opportunities in the job to motivate the employees to perform well. Growth in any organization plays a vital role in the employee's satisfaction level. Employees should always feel that they are growing with the organization, and they are adding values in the organization. Sense of Responsibility – employees feel that management is trusting their abilities and giving them responsibility and power for decision making. Employees get motivated if they get the responsibility for any task; this gives them the sense that the organization is trusting on their abilities. Managers should give them the freedom to perform any work. They should minimize control but retain accountability. Employees should get freedom for their work. This will bring creativity to the workplace, but at the same time, the accountability for the same work should also be on employees for productivity. Work - The work itself should interesting and challenging for the employee to perform and to get motivated.

REFERENCES

- [1] Ahammad, M. F., Tarba, S. Y., Liu, Y., & Glaister, K. W. "Knowledge transfer and cross-border acquisition performance: The impact of cultural distance and employee retention." *International Business Review* 25, no. 1 (2016): 66-75.
- [2] Bakker, A. B., Demerouti, E. "Job Demands-Resources Theory: Taking Stock and Looking Forward." *Mediterranean Journal of Social Sciences*, 2016.
- [3] Bisaria, G. and Siddiqui, N. "Innovative Techniques of Motivation for Employee Retention in Aviation Industry." *ANVESHAK-International Journal of Management* 7, no. 1 (2018): 136-151.
- [4] Boswell, W. R., Gardner, R. G., & Wang, J. "Is retention necessarily a win? Outcomes of searching and staying." *Journal of Vocational Behavior*, 2017: 163-172.
- [5] Collins, C.J. "The interactive effects of recruitment practices and product awareness on job seekers employer knowledge and application behaviors." *Journal of Applied Psychology* 92 (2007): 180-192.
- [6] Dowuona, S.N.N. *Negotiating the Net: A case of Ghana*. 2011.
- [7] Memon, S.B., Panhwar, A.I. Rohra, L.C. "Investigating the Mediating Role of Human Resource Policies in Employee Retention." *Australian Journal of Basic and Applied Sciences* 4, no. 8 (2010): 42046-4057.
- [8] Ongori, H. "A review of the Literature on Employee Turnover." *African Journal of Business Management* 1, no. 3 (2008): 1-54.
- [9] Ongori, H. Agolla, J.E. "A paradigm shift in managing career plateau in theorganisation: The best strategy to minimize employee intention to quit." *African Journal of Business Management* 3, no. 6 (2009): 268-271.

- [10] Perez, M. *Turnover Intent*. Zurich: The University of Zurich, 2008.
- [11] Ritz, A., Brewer, G. A., Neumann, O. "Public service motivation: A systematic literature review and outlook." *Public Administration Review*, 2016.
- [12] Robinson, R. N., Kralj, A., Solnet, D. J., Goh, E., Callan, V. "Thinking job embeddedness, not turnover: Towards a better understanding of frontline hotel worker retention." *International Journal of Hospitality Management* 36 (2014): 101-119.
- [13] Terera, S. R., Ngirande, H. "The impact of rewards on job satisfaction and employee retention." *Mediterranean Journal of Social Sciences* 5, no. 1 (2014): 481-492.
- [14] Zarim, Z. A., Mohamad, O., Rahman, M. S., Zaki, H. O., Sergio, R. P., Haladay, D. J. (2017). The Role of Organisational Commitment, Leadership Style, Strategic Human Resources Practices, and Job Satisfaction towards Sustainable Tourism Industry: Compa. "The Role of Organisational Commitment, Leadership Style, Strategic Human Resources Practices, and Job." *Springer International Publishing*, 2017: 255-268.
- [15] Zheng, C., Kashi, K., Fan, D., Molineux, J., Ee, M. S. "The impact of individual coping strategies and organizational work-life balance programmes on Australian employee well-being." *International Journal of Human Resource Management* 27, no. 5 (2016): 501-526.