

A study conducted to forecast the establishment of brand equity in the Chinese clothing market

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ABSTRACT

The present economic situation has placed a heavy burden of decision-making on businesses and their management teams. Downsizing, reorganization, and other measures to reduce expenses are now in the planning stages. Further, these actions and practices may have an adverse impact on workers, altering their drive, loyalty, morale, perspective, and outlook.

The purpose of this study is to examine the effectiveness of monetary and non-monetary incentive systems and programs in encouraging workers to work toward the organization's stated goals. The question of what kind of incentive program is the best boost employee morale while also helping the company reach its goals is a common one for many businesses. The study set out to answer the question of whether or not an effective incentive scheme really motivates workers.

According to the survey's findings, both employers and workers value monetary advantages the highest. When compared to what organizations valued, employees placed a higher value on opportunities for professional growth, guidance from experienced coworkers, and a healthy work-life balance. In addition, the findings demonstrate that organizations are using both non-monetary and monetary benefits as part of the reward package to meet the demands of their diverse workforce. Considering the financial constraints encountered by businesses in the present economic environment, there is a strong argument for placing a greater emphasis on non-monetary awards to inspire staff. Though monetary incentives were ranked highest, it is possible to give a person with a reward package consisting of both monetary and non-monetary incentives.

KEYWORD: Human Resource Management, Non-Monetary Motivator Strategies, Multinational Corporations' Human Resources.

INTRODUCTION

Human resource management, also known as HRM, entails all of the steps involved in finding and hiring new workers, as well as ensuring that they are properly oriented, trained, and motivated. It

also involves communicating effectively with workers' unions and other representative groups, as well as ensuring that they are paid fairly and have access to other benefits (**Cappelli, 2020**).

Human resource management (HRM) encompasses a wide variety of tasks, including recruitment, hiring, orientation, training, evaluation, communication, and the promotion of a pleasant work environment. The different components of HRM may be said to be following a road map laid forth by human resource policy. It is important to have human resource management (HRM) in place whether or not standardization or adaptability is needed. Due to cultural differences between the parent firm and its subsidiaries, global human resource management presents more challenges than their local counterparts. Human resources policies at certain companies seem to discriminate on the basis of a person's religion, race, caste, sexual orientation, or place of origin. Companies like Ford and Volvo, however, make it a point to treat its workers decently. (**Dugar, 2013**).

Literature Review

JOB PERFORMANCE AND SATISFACTION

Employees who aren't doing their weight might have severe effects on the company's bottom line and productivity. American firms lose \$300 billion annually due to underperforming personnel. There are a number of aspects that contribute to an employee's success on the job, such as fostering a positive, effective working relationship between workers and management. Employees that take pride in their work and get fair compensation are crucial to the success of any business. The study's primary goal is to explore the ways in which variables other than pay affect workers' productivity on the job. The purpose of this study is to go beyond financial incentives to the other major fundamental aspects that affect worker productivity.

EMPLOYEE EMPOWERMENT, PARTICIPATION AND ENGAGEMENT

When workers are given a great deal of autonomy in making decisions about their work, this is called employee empowerment, as defined by Carless (2004). Motivated and self-assured workers are the result of an empowered workforce. Employee empowerment, as stated by Cheryl (1999), contributes to organizational performance for the reasons given below.

Employees' successes in the workplace are a reflection of those successes in their personal lives.

The organization's success may be attributed to the efforts of its personnel, who are responsible for realizing the company's stated mission and objectives.

The workers' requirements for social interaction and individual development are being met in a way that benefits everyone at work.

One definition of employee empowerment is the degree to which workers may make choices without consulting their superiors (**Michailova, 2002**). In this organization, workers are given a lot of leeway and responsibility in their day-to-day work. Employees benefit from this kind of delegated empowerment since they are free to follow their own methods on the job without constant oversight.

JOB ENRICHMENT

Managers may increase workers' satisfaction with their employment by providing them with more challenging and interesting tasks. This is accomplished by giving workers more things to do. They are therefore improving their efficiency as a consequence. Tasks need to be rethought and workers should be given greater autonomy if these goals are to be realized (horizontal and vertical job expansion). Employees' desires for self-respect and self-actualization may be met, and their productivity can rise, when they have a hand in setting their own work priorities and developing their own work processes (**Ekerman, 2006**).

JOB SECURITY

According to Senol's (2011) study, job security is the most crucial element among many others that serves as a motivating behavior modulator on workers. The result was a shift and improvement in their attitudes and behaviors around job loss. Miller, Erickson, and Yust (2001) conducted study on this topic and discovered that job security is a motivating factor that is positively related to productivity on the job. Workers' productivity and morale suffer when they have less confidence in their future employment prospects.

PROMOTION

Wards According to Herzberg (1986), offering workers the chance for internal promotions might serve as a workplace incentive. In addition, he argues that offering workers the possibility for promotion and growth is a powerful incentive in its own right. This is supported by the findings of Harrison and Novak (2006), who found that offering workers options for advancement was a powerful motivator for both job satisfaction and performance.

WORKPLACE ENVIRONMENT

Workplace environment refers to the physical setting in which personnel carry out their regular tasks, such as an office or a construction site. Other elements of the working environment include ventilation, breaks, noise level, and amenities like daycare centers. Depending on the specifics of the workplace, it is possible for it to have a beneficial or negative effect on workers' happiness. Workers do better if they are given a pleasant place to work. Bad working conditions may have a devastating effect on employee morale since they increase the risk of accidents that damage or destroy corporate property and cause serious injuries or even death. Therefore, organizations should foster positive working environments. Safe, noise-free, well-lit, and comfortably-temperated workplaces are just a few examples of the kinds of settings that have been shown to boost worker productivity (**Weil, 2005**).

STRESS AND STRAIN ON THE JOB

According to French (1975), stress at work arises when an employee's skills and knowledge are mismatched with the needs of the job. He elaborates on the idea that stress in the workplace stems from the presence of danger on the job. The organizations expect a particular output from its staff,

but the staff be unable to deliver due to the nature of the jobs they have been given. That is to say, from the perspective of management, people aren't doing their jobs because organizational needs exceed their capabilities.

When a person feels overwhelmed by a lot of pressure or expectations, they may get stressed out and lose control over their reactions. When the demands of the job exceed the employee's resources and talents, stress at work results (**Ricardo, 2007**).

MOTIVATION

People are motivated to work hard and achieve their goals via the pursuit of non-material rewards such as promotion, acclaim, and recognition, which is referred to as non-monetary remuneration. Some scholars consider the performance and autonomy gains that come from one's job to be an indirect sort of monetary advantage. People either feel that these kinds of non-monetary incentives have a detrimental or beneficial influence on the level of dedication shown by workers. The many types of non-financial incentives have the purpose of luring highly qualified and competent individuals whose organisational objectives are likely to demand a great deal of involvement from those individuals. According to the findings reported by Armstrong about the importance of non-financial rewards for motivating workers, "commitment and the job performance noticed that fundamentally the idea of total reward indicates that there's more to rewarding employees than throwing more money at them" It is essential to provide workers, particularly those coming from poor countries, with incentives, especially non-monetary incentives, in order to soothe them while they are working. They are urged to take a more major part as a result of this by putting in additional effort to develop an agreement that discusses a broad range of different topics. Previous research indicates that rewards and incentives at work play an important part in a variety of employee-related metrics, including turnover, engagement, retention, commitment, overall performance. On the other hand, motivating rewards might be monetary and based on extrinsic incentives, or they can be non-monetary and based on intrinsic motivations. Extrinsic motivators must be aligned to direct to intrinsic rewards; instead that, the exogenous scheme have become inactive over time, and employees no longer be motivated to still do effective work. Various scholars have reported the necessity of both incentives, and they have reported that extrinsic motivators must always be aligned to direct to intrinsic rewards. According to what was learned in the past, extrinsic incentives are beneficial for the motivation of an individual in the short term, but intrinsic rewards are effective for the motivation of an individual in the long term. Because actual emotional measures of workers, such as commitment, contentment, and engagement, are connected to intrinsic motivation, businesses need to place a focus on the non-monetary benefits that lead to increased levels of intrinsic motivation in their employees. As a result, the focus of this research is going to be on the inherent incentives as a predictor for work engagement in the Libyan telecommunications business. Studies conducted in the past in the context of Libya have shown that workers rate their

psychological measurements at a low level across a variety of categories. At the Libyan oil industry, it is reported that employee satisfaction and work performance is regarded as pleased although at a low rate (between 50% and 60%). In the Libyan financial business, it was shown that employee engagement is an issue, and people are eager to look for other employment opportunities. According to the limited scientific studies that were carried out in the North Africa region and in Italy, important employee metrics such as dedication, contentment, and performance were rated at levels that were less than desirable. The field of telecommunication in Africa is now struggling against a number of obstacles in terms of the growth of its human capital. According to research conducted on the human capital difficulties in Libya, workers in the telecommunications industry have a very low level of dedication to their professions, which has a negative impact on both individual and organisational performance. As a result, the purpose of this research is to place an emphasis on the practical gap that exists due to the low level of employee devotion to their job in Libyan, and more especially in the Libyan telecommunication business (**Hradský, 2020**).

- **EMPLOYEE MOTIVATION:**

The term "motivation," which means "a purpose for activity," may be traced back to its etymological progenitor, "motive," which means "a purpose for action." A significant amount of academic inquiry has been dedicated to examining the question of what motivates workers in the job. Some individuals use the term to refer toward the current state of affairs in terms of how in which it influences and directs behaviour. how activity is started, kept going, directed, and stopped, and also what kind of subjective reaction is there in the body at each step of the process. a technique that dictates how people and other creatures choose amongst numerous potential choices of action whenever given the opportunity to do so. Operations of the mind that are responsible for starting, leading, and sustaining free that is goal oriented. a sequence of activities with the primary emphasis being the motivating cause of action and the intentional pursuit of it. Compulsion to satisfy one's own requirements and wants Different inferences pertaining to human nature are possible after considering all of these different definitions. Two things are clear: first, people's behaviours are driven by a wide range of needs, and second, the majority of people's actions are geared toward the accomplishment of some form of goal. The satisfaction of needs is the end result of goal-oriented behaviour, which in turn leads to the satisfaction of needs, which is the beginning point for motivation. Although "the extent to which a person wants and can choose to start engaging in such specified behavioral patterns" is a positive work meaning of motivation, "the extent to which a person wants and keeps trying to do well at a unique task or job" is a definition that is more adequate even before discussing motivation there in context of the workplace. Research is being done on the topic of employee motivation due to its potential to aid decrease the commitment gap, which is the difference between the actual and desired levels of

participation in organisations that employees have. It is generally accepted among practicing managers that labor is one of a company's most important resources. This is done for a number of reasons, including to motivate employees to put in more effort overall and on an individual level. This is due to the fact that only those who are hired by an organisation be able to do the necessary tasks inside that organisation. To restate this idea, the level of success that a company has in achieving its goals is directly proportional to the level of performance that its workers exhibit. For this reason, it is very necessary to direct a significant amount of attention on the elements that influence the efficiency of the employees. It is a commonly held view that one's capabilities, opportunities, and levels of motivation all contribute in some way to their overall level of performance. A person's overall degree of competence is influenced by a number of factors, including their education, experience, and training. To be in a position to perform something also implies to be in possession of the resources necessary to carry out that activity. In the end, motivation may be defined as the desire to accomplish a goal together with the willingness to put in the necessary amount of work to make that objective a reality. Motivation is one of the qualities that, when combined with other qualities, may lead to improved performance. This is particularly true when other qualities are present. However, it has an edge over the others due to the fact that, unlike chances and abilities, which appear to be permanent and impossible for humans to modify, motivation is flexible; that is, it may be adjusted via a variety of ways. This gives it an advantage over other factors. The benefit that it receives as a result of this is considerable. Even if all of the required resources and opportunities were available, it would still be difficult to carry out the plan if there was not some form of driving force behind it. There is an old proverb that says, "You can lead a horse into water; however, researcher cannot get it to drink." This expression is often paraphrased. Having workers who are driven to do their jobs well is vital for the success of just about any firm, independent of whether the business in question is held privately or publicly. A workforce that is inspired to contribute their full potential in terms of the amount of effort they put in and the creativity they bring to the table in pursuit of the organization's objectives is one of the most significant factors that contributes to the success of a business. In this setting, businesses have the difficulty of ensuring that their workers have high levels of motivation.

INTRINSIC AND EXTRINSIC MOTIVATION:

It is common practice to classify the nature of one's motivation in the workplace as either "intrinsic" or "extrinsic." Accordingly, one may make the case that the factors that influence motivation have both inner and extrinsic influences on one's level of motivation. We can also come to the conclusion that if any motivation tool, whether it be economic or non-monetary, is developed continue providing extrinsic or provides an excellent platform or perhaps both. This is because the quandary of how to enhance employee motivation tends to focus on one or several these variables mentioned above which affect motivation.

STUDY DESIGN

Researcher performed a rigorous cross-sectional investigation. The cross-sectional design necessitated a single point in time data collection, which was quick and low-cost. Because of the short timeframe and limited resources, the researcher opted for a quantitative approach. Rao-soft software was used to estimate the sample size of 557; 600 questionnaires were distributed; 587 were returned; and lastly, 13 questionnaires were rejected owing to incompleteness of the questionnaire. The study included 574 respondents. Using random sampling, all respondents were approached for the survey. Participants who decided to participate in the study were given information about it by the researcher, who was also present to answer any questions from the respondents. When a respondent was unable to read or write, or was confined to a wheelchair, the researcher read the survey questions and response categories to them, and then recorded their responses in the survey form as they were said. In some places, people were given questionnaires to complete and return all at once.

3.1 Study Area:

The study was conducted in office. The study sites were chosen because of employees' availability.

3.2 Data collection:

The researcher conducted mixed method research for the study through survey and interview. The details of the survey collection method and interview are described below.

Respondents first answered control questions regarding their the chinese clothing market, to predict the establishment of brand equity and size of their organization. This left a sample size calculated from Rao Soft and the sample size was 557.

Sample:

Data for the study was collected collection method and interview. Sample Size calculated through Rao-soft software was 557, total 600 questionnaires were distributed, out of which 587 questionnaire were received back, and 13 questionnaires were rejected because they were incomplete. The final number of questionnaires used for study is 574 with 276 females and 298 males respectively. The member of the study surveyed were the following: Health care professional 151 respondents (26.0%), Govt. employee 124 respondents (22.0%), Teacher 125 respondents (22.0%), Pvt. Employee 174 respondents (30.0%).

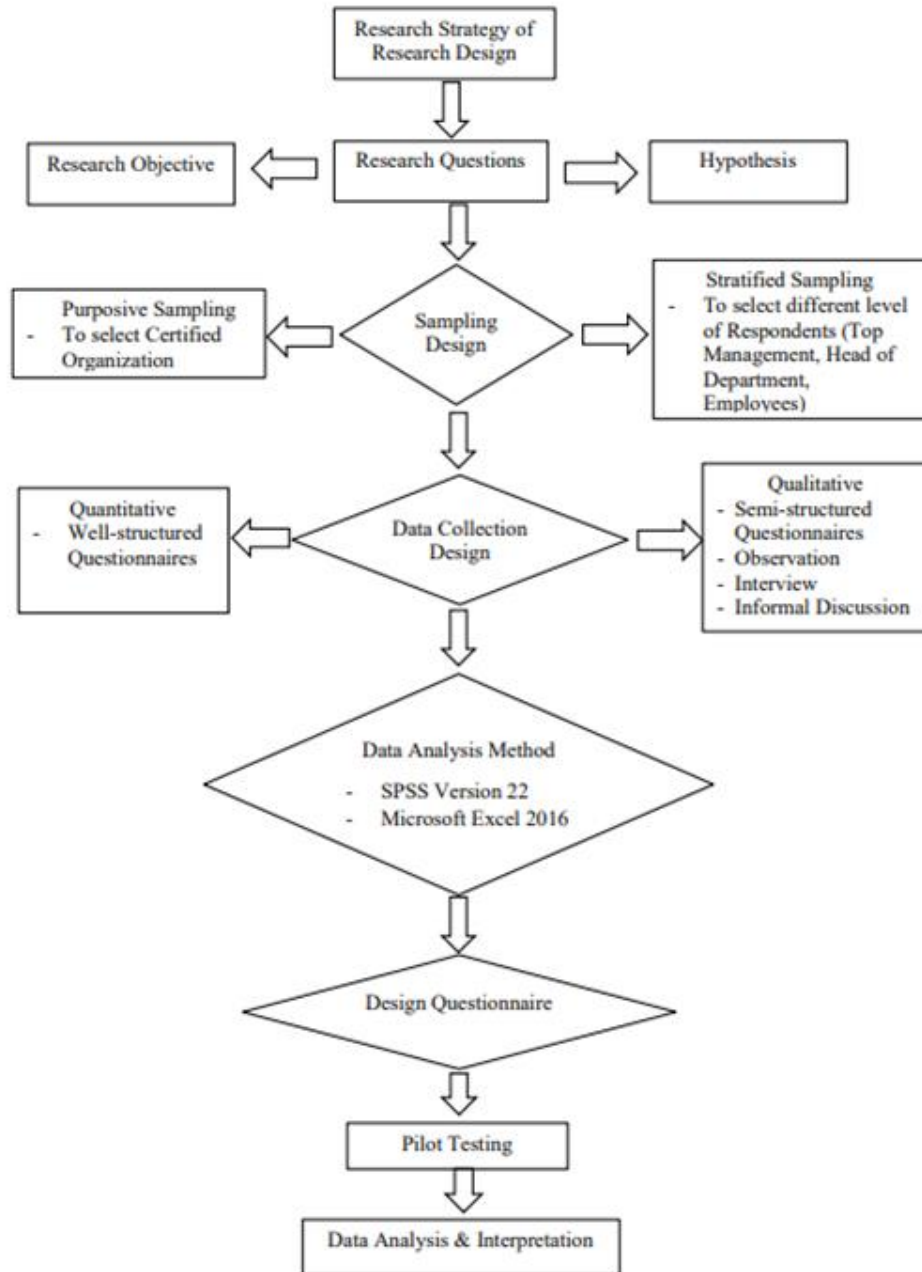


Fig:11 Research Design

Pilot Study

All the procedures of the primary study are replicated in a pilot experiment, which verifies that it is feasible by evaluating the inclusion/exclusion criteria for participants, the preparation of drugs/intervention, and the storage/testing of the measurement instruments used in the experiment as well as the training of researchers and research assistants.

Quantitative research method:

Quantitative studies collect numerical data and analyse it using mathematical, computational, or statistical methods to better understand the world around us. Through techniques like random sampling and the distribution of online surveys, polls, and questionnaires, for instance, quantitative research can collect data from both current and potential clients.

The steps for conducting Quantitative research method:

- **Structured tools:** Quantitative data is collected with the help of structured instruments like surveys, polls, or questionnaires. By using such protocols, researchers are able to get more detailed and useful information from survey takers.
- **Sample size:** Quantitative data is collected with the help of structured instruments like surveys, polls, or questionnaires. By using such protocols, researchers are able to get more detailed and useful information from survey takers.
- **Close-ended questions:** According to the goals of the study, closed-ended questions are designed. Since the answers to these questions can be easily quantified, they are frequently employed in quantitative research.
- **Prior studies:** Before surveying participants, researchers investigate a number of contextual elements.
- **Quantitative data:** Quantitative information is typically provided in graphical or tabular formats rather than numerical ones. This facilitates both the interpretation of the obtained data and the demonstration of the reliability of the market study.
- **Generalization of results:** The findings from this study design are generalizable to the community at large, allowing for more effective measures to be taken.

3.7 Choice of Research Methodology

This research was based on descriptive research. According to Shields, Patricia and Rangarjan (2013) stated that the descriptive research design was used to describe the characteristics of a population or phenomenon being studied. Likewise, in this descriptive research, cross-sectional study was used to compare the demographic variables and brand equity of the respondent. The demographic variables included and analyzed were age, gender, occupation, tenure of work, technical knowledge, surveillance skill and income. Basically, this research described the public's survey and its characteristics, so it was descriptive.

Method of analysis:

It is possible to examine data using a variety of statistical tests using SPSS software, version 25. As part of this study, SPSS will be used to analyse data from the survey questionnaire.

Descriptive Statistic Method – For scientific research, this is the most straightforward approach of analysing data and guaranteeing that all of the important data is accessible for comparison and analysis. They were the foundation for almost any quantitative study of data, along with basic pictorial analysis.

Reliability Test – Each individual item on a scale is compared to the total of the remaining elements in order to determine how well each item correlates. It assesses the degree of consistency and dependability among the various factors on a scale. Cronbach's alpha coefficient is a measure of internal consistency and trustworthiness. If the Cronbach's alpha is higher than or equal to 0.700, then the strength data may be accepted.

Independent t-Test – With parametric and regularly distributed data, the independent-test is a strong but limited test. It is used to determine whether the means of two unrelated groups or circumstances are statistically different.

One-Way Analysis of Variance (ANOVA) – If two or more independent variables have statistical significance, one-way ANOVA is performed (unrelated group). One-way ANOVA was performed in this study to assess whether there was a significant connection between age, gender, and occupation level with various domains of surveillance and awareness of brand equity. At 5 percent and 95 percent confidence intervals, the researcher utilise the statistical significance threshold to estimate statistical significance. As long as the p-value is greater than 0.05, the null hypothesis is accepted. Although one-way ANOVA is an omnibus test statistic, it does not tell the researcher which individual groups were statistically significantly different from one other; it just informs researcher that at least two groups were different. As a result, if the significance threshold is less than 0.05, and an alternative hypothesis is accepted showing that the data is abnormally distributed, then a post-hoc test is necessary. It was discovered via the use of a post-hoc test which groups were statistically distinct from one another.

Data analysis Software – Data may be analysed with the help of SPSS version 25.

Conceptual Framework:

It is in this section that the study's conceptual framework and hypothesised relationships are laid forth. However, some of the variables could be mediated by other variables in the model's basic model, which looked at direct effects of five variables on commitment. In a conceptual framework, extra concepts and empirical facts are gained from the relevant body of study, in addition to one or more formal theories that are incorporated (either in part or in their whole). The objective of this section is to illustrate the links between these ideas and to show how those connections relate to the subject of the investigation.

RESULTS

This chapter provides a concise summary of the findings of the study as well as a discussion of those findings. This research explores the link between the variables of study based on the data acquired from respondents in order to answer the nine research questions and evaluate the seven aims of this study. Specifically, this research is doing so in order to:

Following the completion of factor analysis and testing for reliability on the instruments used SPSS, a descriptive analysis was carried out in order to define the demographic profile of respondents, which included factors such as gender, age, ethnicity, religion, and country. In the subsequent stage of the correlation research, an analysis of the ways in which sociodemographic factors (such as gender, age, occupation, income distribution, technical skills, and work experience) human resource management in multinational teams as well as the general efficacy of non-monetary motivator strategies in human resource management.

4.2 Pilot Study

When the instrument is tested on several occasions, it must consistently provide the same measurement, otherwise it isn't dependable. The researcher ran a pilot test on a worldwide scale with 10-20 responders to see whether there were any questions that were confusing or ambiguous. Reworked or eliminated questions that were too vague. Survey completion time averaged out to around 20 minutes after the questionnaire was pilot tested by a group of students. The major study did not include responders from the pilot survey, as previously stated.

Measurement scale qualities and questions that made it were examined as part of a reliability study in addition to the connection between items on the scale, which was done to offer information on their internal consistency. A critical step in the instrument's validation is to calculate reliability estimates.

Overview of Data Collected

A total of 600 questionnaires were distributed to the respondents. Out of this number 587 sets or 97.83% of the questionnaire were returned and 574 questionnaires were analyzed using the Statistical Package for Social Science (SPSS version 25.0) software.

CONCLUSION

The study looked at how non-monetary reward elements work as a way to motivate employees. The organization's problem was to figure out what the best reward program was that could be used to get employees more motivated and still meet the organization's goals. The goal of the study is to find out if a redesigned reward program or framework makes employees more motivated and improves the strategic fit between the employee and the company.

6.1 Future Study

It is possible that factors such as employee loyalty, employee emotions, work time flexibility, business culture and values, employee retention, and so on may have an impact on employee performance. However, none of these potential factors were the focus of the research or investigation conducted for this study. It would be fascinating to see this study extended to include

all of the other locations where the two companies have operations. There is a pressing need for more study in the public as well as the commercial sectors of the telecommunications industry. Due to the fact that this study does not include a substantial number of managers, it would be interesting for future research to include a representative sample of managers in their data sample and to conduct interviews as an adjunct to the procedure for gathering data. In addition, it would be beneficial to include a representative sample of managers in their data sample. In subsequent articles, it could be beneficial to rely on additional sources for information, such as the results of the performance assessment technique carried out by the companies themselves. It's possible that further study has to be done on the numerous dimensions of the other, unrelated concerns that are at play, such as the character of the job. Environmental considerations in the workplace might include things like the lighting, space, and design, as well as the noise level and other elements. Research in the future may evaluate the "before" and "after" influence of a variety of factors on employee performance. For instance, employee performance may be measured both before and after receiving training in order to compare the results and determine the value of the training that was provided. In order to increase the breadth of the scope of the research, it may be necessary to take into consideration other factors, such as regional trends and demography (for e.g., developed and developing countries). In conclusion, possible topics for investigation in further study include the diverse degrees to which certain factors exert their impact on different portions of the same organization at distinct levels of management.

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