

EVALUATING FACTORS RESPONSIBLE FOR EMPLOYEE MOTIVATION WITH SPECIAL REFERENCE TO EASTERN CONDIMENTS PVT LTD: A FIELD STUDY

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ABSTRACT

It is an important fact that most of us make use of only a minute scrap of our intellectual and physical abilities. To exploit the unused potential in people they are to be motivated. It is resulted from such exploitation that greater efficiency, competitive advantage, higher production, talent development and better standard of living of the people. There are several theories on motivation and these theories explain different factors affecting motivation like basic needs, need for recognition. In an organisation workers are to be motivated at the best to get maximum productivity. People differs and thereby factors also differ for them to get motivated .Some prefer good wages as motivation indicator whereas some prefer for non financial incentives like canteen, transportation facility etc. Monetary incentives provide the worker a better standard of life while non-monetary incentives satisfy the ego of a man. The data was collected through well structured questionnaires. This survey was carried out in various departments of the Company. In the course of study, it was found that motivation prevails in the company to a very extent with the presence of both financial and non financial incentives.

Key words: Productivity, efficiency, recognition, monetary incentives, exploitation

I. INTRODUCTION

Workforces' significant role in the accomplishment of organisational objectives cannot be ignored irrespective of any kind of organisation whether primary, manufacturing and service. Therefore competent and energetic employees are to be retained in any organisation. On the other hand motivated employees work harder and get satisfied, thereby absenteeism can be reduced. Individual, organisational and societal goals can be established through effective and systematic motivational practices to employees (Abzari and sadri, 2006). It is imperative to define "motivation" in workplace. Number of definitions which articulate that motivation is the most important aspect of employee performance and productivity. Motivation refers to the degree of willingness of an organism to chase some designated goal, and implies the determination of the nature and locus of the forces inducing the degree of keenness (Golembiewski, 1973). Motivation is the course of action for influencing or

stimulating a person to take corrective actions that will accomplish desired objective (Mondy, Holmes and Flippa, 1980). Hoy and Miskel (1987) define motivation as the complex forces, drives, needs, tension states, or other mechanisms that begin and maintain voluntary activity directed toward the achievement of personal goals. Jones (1955) states that motivation is 'concerned with how behaviour gets started, is energized, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organism while all this is going on'.

II. LITERATURE REVIEW

Michael et al (2016) that organisational performance is the part and parcel and result of motivated employees. They conclude that managers can only influence the workers to do their works assigned but not motivating them. Shields (2007) employee morale can be boost up in different way but mainly by keeping a good relationship between superior and subordinate in the organisation. Such role is to be created in business in order to have proper communication. Klaimullah(2010) specifies that motivated employees are real assets of the organisation.They will put their every energy for the success of organisation. Santrock (2009) justifies performance and motivation is positively correlated. According to Lockley (2012) considers training and development programs contributes to growth of individuals is effective employee motivation efforts. Training is the short term and development is long term program so that it must be given to those who are in need of it. Training and development helps to mould best talent and retain the employees in the business too, it is just because of that their satisfaction level of growth is always consisted on it. It was examined that such practices of giving a chance to employee to introduce and discuss their problems or to consider their concerns will lead to creation of a feeling of appreciation and support Shields (2007)

Lockley (2012) suggests that a third party can conduct the training and development program but they should have adequate potential, competency, knowledge and experience. and proposes an alternative job pattern like flexible working , job-rotating and job-sharing have been labelled as an effective motivational tool. Herzberg et al (1959) experimented a research which shows that there is a positive relationship between motivation and productivity.200 engineers and accountants have been sample size for the research. The study concluded that motivational factors leads to job satisfaction and hygienic factors prevent dissatisfaction among workers. Motivational factors are intrinsic to the job like advancement, work itself and recognition etc. hygienic factors are extrinsic factors that purely relates to the job environment. According to Thomas (2009) the key confront of motivation in workplaces is identifying what are the motivational factors in which each individual employee's personal differences are taken in to consideration. Kreitner and Cassidy (2012) Cross-cultural differences is perceived among work force to be a major impediment in the means of successful implementation of employee motivation. Mudur and Tooken (2011) investigate the importance of negotiation in motivation. There can be a strong negotiation between workers and managers for employee satisfaction. Giving a chance to employees to make them introduce their trouble in the workplace will definitely leads to creating a feeling of appreciation and supports. Gurland and Lam (2008) stresses employees are having different needs; it may vary from individual to individual. Managers need to predict and act for what employee really expect from job. Some people may focus on achievements while others may think of financial benefits.

III. STATEMENT OF THE PROBLEM

Opportunity statement is a clear, precise and concise statement of the question or issue that is to be investigated with the goal of finding an answer or solution. A problem or opportunity does not mean that something is seriously wrong with a current situation, which needs to be rectified immediately. A problem or opportunity could simply indicate an interest in an issue where finding the right answers might help to improve an existing situation. The research problem here in this study is associated with the motivation of employees of Eastern Condiments pvt ltd, Kothamangalam. Kerala.

IV. SCOPE OF THE STUDY

The Eastern Condiments Pvt Ltd has units in Theni, Adimali and Kothamangalam. The scope of the study is limited to the Kothamangalam unit of Eastern.

V. OBJECTIVES OF THE STUDY

- ✓ The main objective of the study is to understand the motivation level of employees at the Kothamangalam unit of Eastern.
- ✓ To know about management's interest in motivating employees
- ✓ To know about the importance of maintenance factors in Herzberg's Two Factor theory with the help of weighted average method.
- ✓ To know how far the employees are financially motivated.
- ✓ To know the factors that motivates the employees more according to their priority
- ✓ To give suggestions to improve the motivation level of employees in the Kothamangalam unit of Eastern.

VI. RESEARCH METHODOLOGY

Research design

Research design involves a series of rational decision making choices relating to decisions regarding the purpose of the study, where the study will be conducted, what type of study it should be, and the temporal aspects of the study. In addition, decision has to be made as to the type of sample to be used, how data will be measured and how it will be analyzed. The main purpose of the study is to determine the motivation level of employees at Eastern and the study was for a period of 2 months. In any investigation we are interested in studying the various characteristics of individuals or items of a particular group. This group of individuals under study is known as the population or universe. In this study, population is the employees at Kothamangalam unit of Eastern which constitute 200 employees. The sample size is 42. Convenience sampling has been used to collect the sample for the study. Each employee who comes across on the days of project constitutes the sample.

Data collection, Data analysis techniques and Data analysis

In this study, primary data was collected using unstructured questionnaire, direct interviews and informal communications. Secondary sources of data are defined as the data collected earlier for the purpose other than the one currently being pursued. That is, it is the data available in the organization, industry analysis offered by the media newspaper articles, the company website and internet. The data was collected using questionnaires. The questionnaire consists of open ended, dichotomous, likert questions. The questionnaire consists of 23 questions. Each question is taken individually and analyzed using bar graphs and pie charts. These data are tabulated to easily understand the relation between different variables. Facts and figures never speak for themselves. Only by means of organizing, analyzing and interpreting the research data, their salient features, inter relationship, cause and connections are brought out. Here, I used percentage analysis as analysis tool. The purpose of using percentage is to simplify the problem of comparison. Percentage reduces two distributions to a common base, thus making comparison simple. Weighted average method is also used for rating certain factors.

VII. DISTRIBUTION OF RESPONDENTS TOWARDS MANAGEMENT'S INTEREST IN MOTIVATING EMPLOYEES

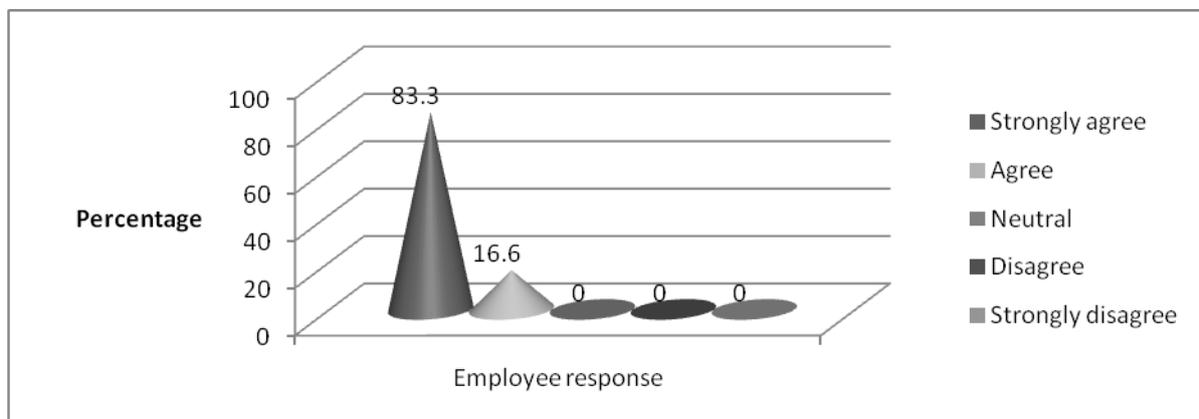
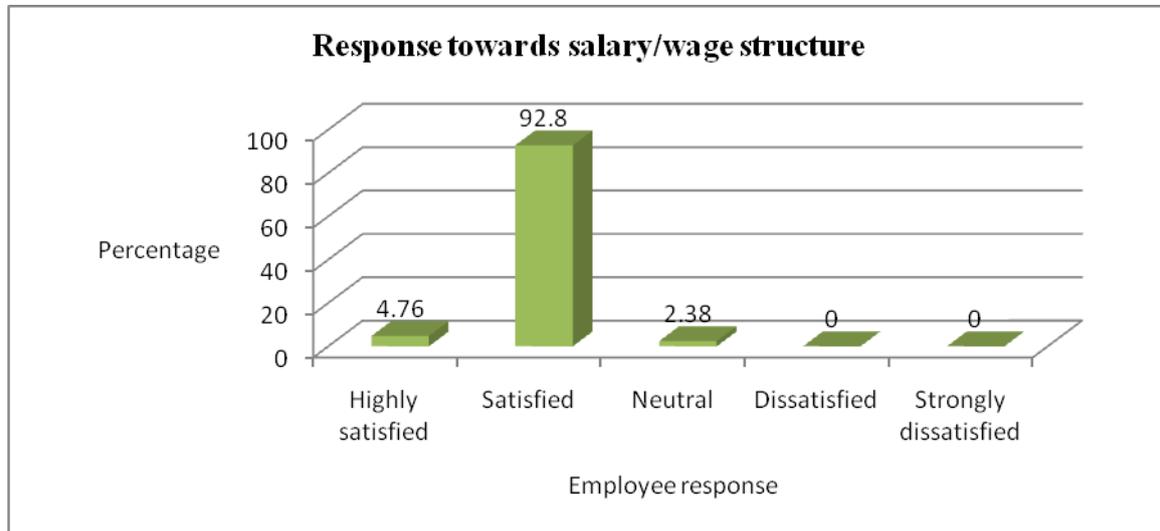


Chart 1

Inference: The diagram shows that majority of the employees are of the opinion that management shows interest in motivating employees. 83% of the employees strongly agree with the statement.

DISTRIBUTION OF RESPONDENTS TOWARDS SALARY/WAGE STRUCTURE

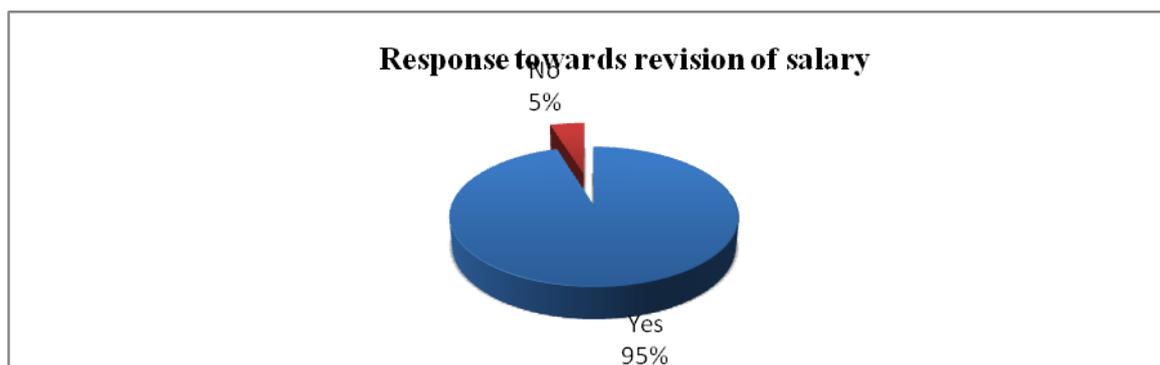
Chart 2



Inference: It is very clear the diagram that majority of the employees are satisfied with the salary/wage structure of the company. 5% are highly satisfied. Nearly 3% of the employees are neither satisfied nor dissatisfied with the salary/wage structure.

DISTRIBUTION OF RESPONDENTS TOWARDS REVISION OF SALARY

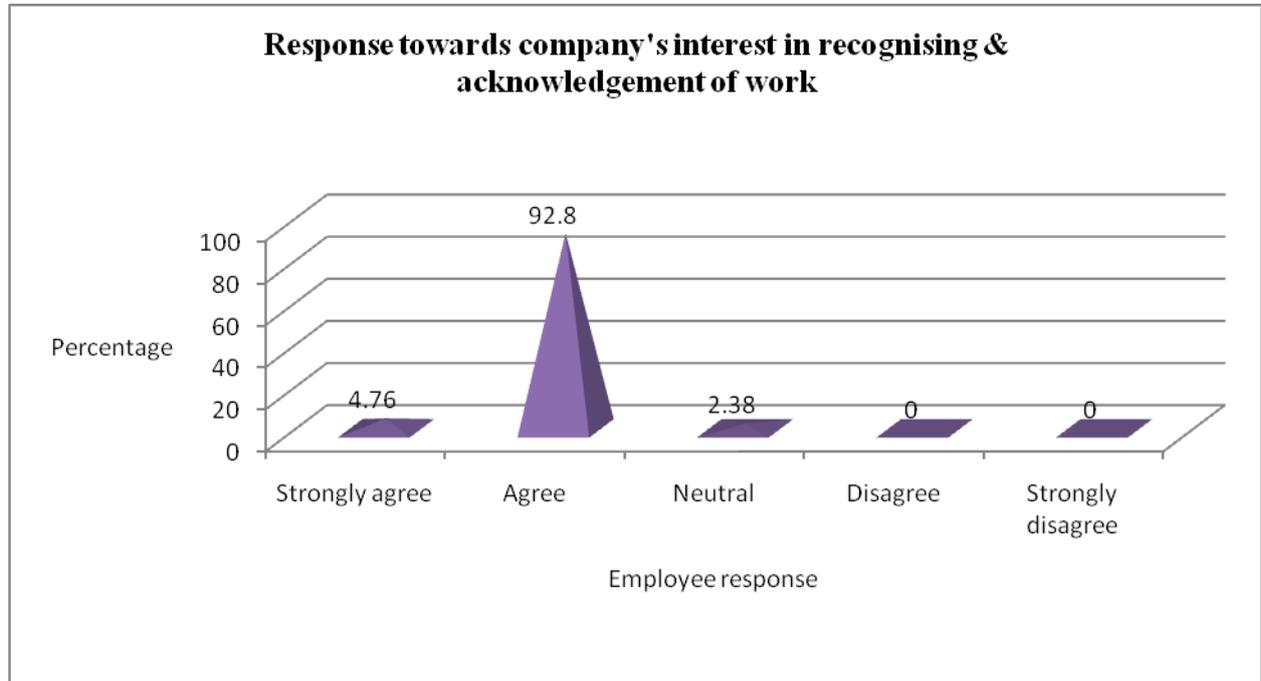
Chart 3



Inference: The graph clearly shows that majority of the employees demand for revision of the salary structure and 5% does not demand.

**DISTRIBUTION OF RESPONDENTS TOWARDS COMPANY’S INTEREST IN
RECOGNISING AND ACKNOWLEDGEMENT OF WORK**

Chart 4



Inference: The graph shows that majority of the employees support that the company shows interest in recognizing and acknowledgement of work. Nearly 5% strongly agree with the statement.

**RATING THE HYGIENIC FACTORS OF HERZBERG’S TWO FACTOR THEORY OF
MOTIVATION USING WEIGHTED AVERAGE METHOD**

Serial No.	Hygienic factors	Weighted average score
1	Company policy & administration	4.8
2	Technical supervision provided	4.8
3	Interpersonal relationship with superiors	4
4	Interpersonal relationship with subordinates	4.7
5	Job security existing in the company	3.9
6	Ability to balance personal life	3.85
7	Working conditions	4.1
8	Reasonable periodic increase in salary	4.0
9	Good safety measures	3.7

Table 5, Source: survey data

Inference: The above table clearly shows that the employees give more preference to company policy and administration, technical supervision provided and interpersonal relationship with superiors & subordinates. Least preference is given to safety measures.

VIII. RESULTS AND DISCUSSIONS

It has been found from the analysis that majority of the employees are satisfied with the job. The data analysis has bestowed the core understanding that majority of the workers are well satisfied with their present work. As the fact in human life that ‘money rules the world ‘ employees prime and most conscious motivational guide is salary and other financial benefits they receive. Obviously those in supporting roles as Co worker relation, Better working condition, Team work, Employee recognitions etc also play a crucial role for the overall motivation of the workers. The financial assistance in the form of Home loans Assistance, Educational Plans (to the Employee’s Children) all can uplift the employee’s motivation level considerably. Most of the employees believe that (nearly 81%) team work increases job effectiveness. 98% of the employees says that management considers employee suggestions in work. Majority of the employees strongly believe that support from co-workers is helpful to get motivated. Cultural activities and family get together are being organized in the company. 95% of the workers are mentally prepared to work on tight schedule. There exist good interpersonal relationships between employees. Most of the employees (83%) strongly agree with the statement that management show interest in motivating employees. Nearly 17% agree with the statement. Majority of the employees are of the opinion that management involves them in decision making. 95% of the employees are of the opinion that there are opportunities for personnel growth and advancement. Most of the employees says that company acknowledges and recognize their work. 93% of the employees are satisfied with the salary structure. Nearly 5% does not reveal their opinion. Most of the employees are of the opinion to revise the salary structure. Incentive schemes are provided in the company. 3% of them are highly satisfied. Most of the employees are satisfied with the canteen facilities. Most of the employees are satisfied with welfare measures provided by the company. Salary increase is the major motivating factor. The other motivating factors are rewards & recognitions, promotions etc. Majority of the employees are highly satisfied with the grievance handling machinery of Eastern. 5% does not reveal their opinion. Half of the employees are not happy with the overtime payment

IX. SUGGESTIONS

It has been found from the survey that salary increase is the major motivating factor. So, revision of salary structure is necessary. . The distress and slight dissatisfaction occurs with the overtime payment and thereby the workers are in need of revision of salary on a yearly basis by considering the former. Those with the discussion of analysed factors the best way for the organisation to have a high motivated working force is to bring up them with satisfaction with regarded to payment in the form of revision of yearly salary and overtime payment. More incentives can be given to the employees to increase their morale. Employee suggestion box can be kept for regular review. The existing canteen functions in a small room. So, it can be shifted to a larger room. It will be

more comfortable to the employees and workers. Employees consider rewards & recognitions, promotion, better leave facility etc as motivating factors apart from increase in salary. So, the management can concentrate on these factors also for improving their morale. The company can provide financial assistance for the education of the children of the employees. They can also provide scholarships for children who show outstanding performance in their studies. The company can provide home loans to the employees who perform well. This will help in motivating the employees to do their job efficiently. The company should revise the overtime payment.

X. CONCLUSION

The study concludes that the motivational program procedure in Eastern Condiments Pvt Ltd is highly effective. The study on employee motivation highlighted so many factors which will help to motivate the employees. The study was conducted among 42 employees and collected information through unstructured questionnaire. The study helped in finding the major factors that motivates the employees more. The salary really plays a major role in motivating the employees in the organization. Financial incentives are a major factor that makes an employee feel good in his work and results in his satisfaction too. The organization can still concentrate on specific areas which are evolved from this study in order to make the motivational programs more effective. Only if the employees are properly motivated, they work well and only if they work well, the organization is going to benefit out of it. Steps should be taken to improve the motivational programs procedure in the future. The suggestions in this report may help in this direction.

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