



Title: A study on Employees motivation in Engineering & Manufacturing Company, Chennai

Authors:

1. Dr.G.Sankaranarayanan, ME, Ph.D, FIE, MISTE, MCI, MSAE – Professor & Principal -Jaya Engineering College, Thiruninravur, Chennai-602024.
2. Ms.E.Sweetlin Jenisha, B.COM, MBA /Assistant Professor/ MBA Dept/Jaya Engineering College, Thiruninravur, Chennai-602024
3. Ms.M.Karthika, B.COM, MBA /Assistant Professor/ MBA Dept/Jaya Engineering College, Thiruninravur, Chennai-602024
4. Dr.L.Subburaj, MBA, M.COM, M.Phil., Ph.D/MBA Dept/Jaya Engineering College, Thiruninravur, Chennai-602024
5. Mr.V.Karthick, MBA, /Jaya Engineering College, Thiruninravur, Chennai-602024

ABSTRACT

Employee Motivation is the key factor to help the capacity of an Organizational achievement. Motivation and performance of the employees are essential tools for the success of any organization in the long run. On the one hand, measuring performance is critical to organization's management, as it highlights the evolution and achievement of the organization. On the other hand, there is a positive relationship between employee motivation and organizational effectiveness, reflected in numerous studies. This paper aims to analyze the drivers of employee motivation to high levels of organizational performance. The literature shows that factors such as empowerment and recognition increase employee motivation in Harsha Exito Engineering Private Limited, Chennai.

Keywords: Employee Motivation, Financial Motivation, Non-Financial motivation

INTRODUCTION

Sterling Performance of an Organisation depends very much on the attitude of its members and hence evolving such enlightened, motivated and committed team of employees should be its main objective. The basic task of a Manager is to harness optimum and quality performance from his subordinates for the realization of

Organisational Objectives. The performance of the employees depends mainly on their (a) ability to perform and (b) willingness to perform. Ability is a product of education and training. Willingness to perform depends upon the level of self motivation. Thus $\text{Performance} = \text{Ability} \times \text{Motivation}$.

The purpose of this study is to describe the importance of self-motivation and assess the employee's satisfaction level of certain factors in order to motivate the employees and analyze the psychological concepts of basic human needs. It may be in either monetary or non-monetary terms. Monetary incentives include pay, allowances, bonus and perquisites. Non-monetary incentives consist of recognition, praise, responsibility, participation in decision making, entrusting challenging job, job security, awards etc.,.

OBJECTIVES OF THE STUDY

- To find out the views and opinion of the employees over various existing motivation factors in Harsha Exito Engineering Private Limited.
- To study the effect of job promotions on employees.
- To determine the influence of reward as a motivation factor in various work categories.
- To find employees expectation regarding motivation factor.
- To suggest and recommend for effectiveness of motivation factor.

REVIEW OF LITERATURE

Risambessy et al 2012: Organizations today have realized the importance of motivated and satisfied employees as important contributors towards long term objectives. It has made organizations to cater to the expectations and needs of the employees and could expect the similar response. Motivation also positively influences performance at individual and group level ultimately affecting the organizational performance.

Lather and Jain, 2005: It has been long thought that learning new things and competency development opportunities raises the morale and satisfaction of the employees but it is also realized that the significant effect on the motivation and job satisfaction is created by goal achievement

Snyder et al, 2004: Also the managers and the supervisors support towards encouraging employee participation, mutual commitment, and understanding of the diversity issues play a significant role in motivating and enabling performance.

Roos, Van Eeden, 2008: The prerogative lies with the organization management, in order to extract performance should create an alignment between the organizational and employee goals and objective. It is the organizational behavior represented by the organizational senior management which effects the level motivation and satisfaction through its beliefs, principle and underlying values which are closely followed by organization

Kumar and Garg, 2011: Organizations core potential lies in its motivated and satisfied employees who consistently contribute towards organization goals and objective. Effective HRM system could be a great deal of assistance in keeping employee morale high

RESEARCH METHODOLOGY

- Percentage Analysis
- Chi-Square
- Correlation
- Sample Size- 100
- Research – Descriptive in Nature , Questionnaire Method

DATA ANALYSIS AND INTERPRETATION

Table – 1- Qualification of the Respondents

Qualification	No. of Respondents	Percentage of the Respondents
School	27	27
Diploma	31	31
Graduate	17	17
Post graduate	10	10
Professional	15	15
Total	100	100

INFERENCE

The above table indicates that 31% of the Respondents are qualified up to diploma and only 10% of the Respondents are qualified as post graduation.

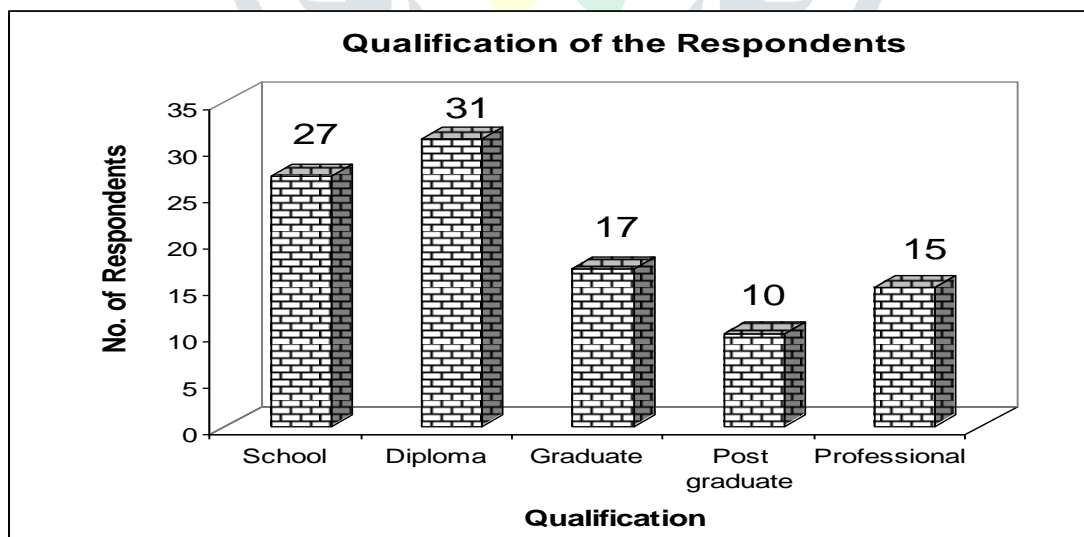


Chart – 1- Qualification of the Respondents

Table-2- Employees awareness about motivation measures

Factor	No. of Respondents	Percentage of the Respondents
Financial	23	23
Non- financial	16	16
Both financial and non-financial	61	61
Total	100	100

INFERENCE

Among the 100 Respondents, about 61% of the employees are aware of both financial and non-financial motivational measures.

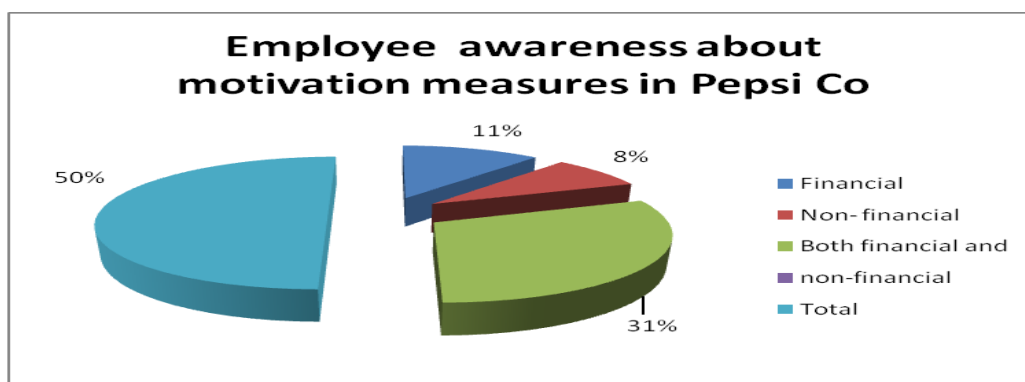


Chart-2- Employees awareness about motivation measures

Table – 3- Satisfaction level of existing motivation measures

Opinion of the Respondents	No. of Respondents	Percentage of the Respondents
Highly satisfied	6	6
Satisfied	56	56
Neutral	32	32
Dissatisfied	5	5
Highly dissatisfied	1	1
Total	100	100

INFERENCE

It can be analyzed that 56% of the Respondents are satisfied with the existing motivation measures and only few of the Respondents are dissatisfied.

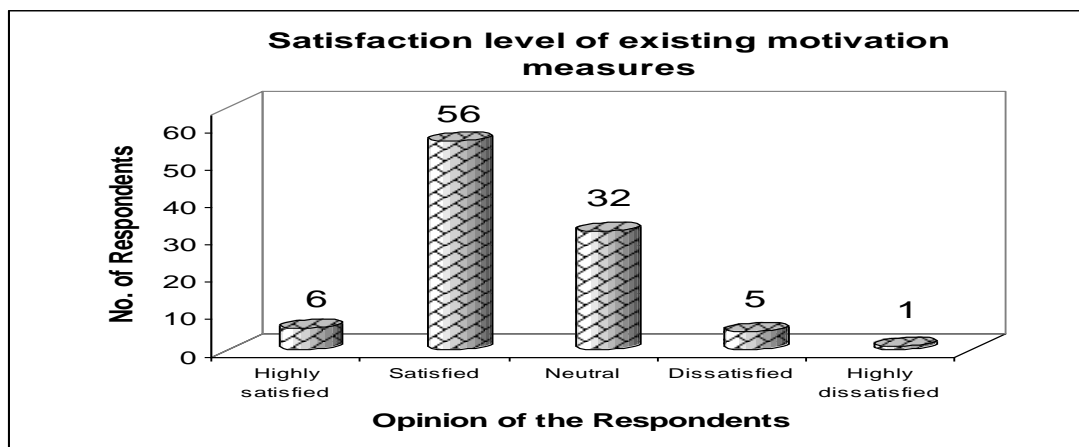


Chart – 3- Satisfaction level of existing motivation measures

Table-4 - Opinion towards motivation measures among employees

Opinion of the Respondents	No. of Respondents	Percentage of the Respondents
Strongly agree	24	24
Agree	56	56
Neutral	20	20
Disagree	0	0
Strongly disagree	0	0
Total	100	100

INFERENCE

It shows that most of the employees do agree that employee's motivation measures will motivate them.

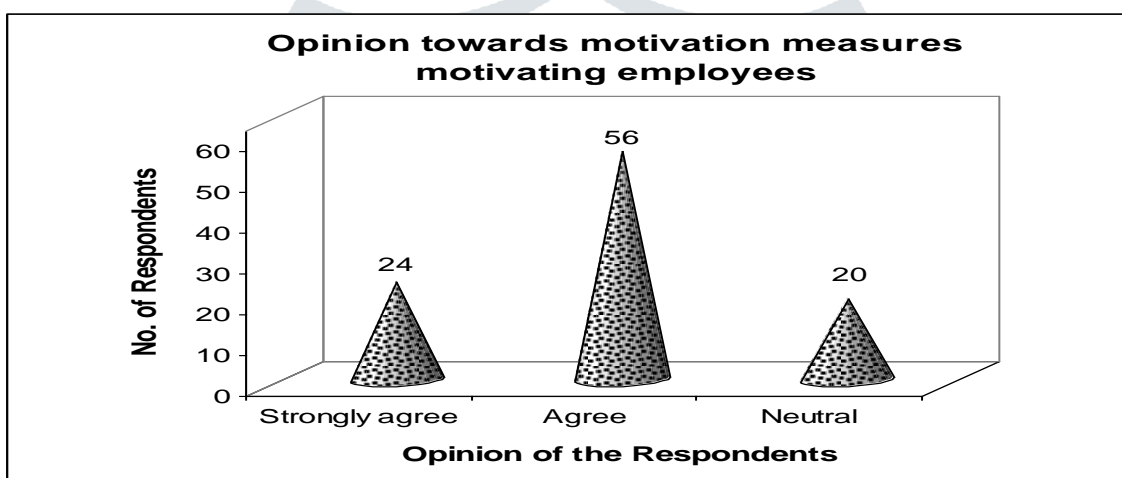


Chart-4 - Opinion towards motivation measures among employees

Table – 5- Opinion of the Respondents about the effectiveness of financial motivation measures than the non-financial motivation measures.

Opinion of the Respondents	No. of Respondents	Percentage of the Respondents
Strongly agree	26	26
Agree	45	45
Neutral	20	20
Disagree	9	9
Strongly disagree	0	0
Total	100	100

INFERENCE

Most of the employees do agree that the financial motivation measures are more effective than the non-financial motivation measures.

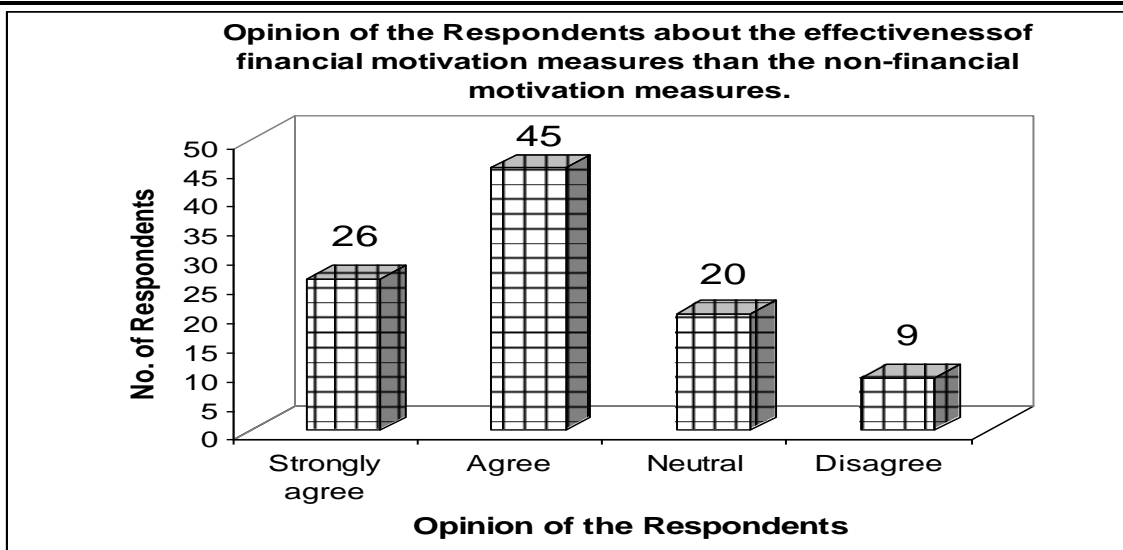


Chart – 5- Opinion of the Respondents about the effectiveness of financial motivation measures than the non-financial motivation measures.

Table – 6 - Opinion of the Respondents towards various financial motivation measures

Factors	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied	Total
Incentives	9	37	31	22	1	100
Percentage	9	37	31	22	1	100
Traveling	4	38	20	33	5	100
Percentage	4	38	20	33	5	100
Bonus	4	21	35	33	7	100
Percentage	4	21	35	33	7	100
Loans	12	44	26	16	2	100
Percentage	12	44	26	16	2	100
LTC	14	49	28	9	0	100
Percentage	14	49	28	9	0	100

INFERENCE

- From the table it shows that 37% of the Respondents are satisfied with the incentives and only few are dissatisfied.
- 38% of the Respondents are satisfied with the traveling allowance and some are not satisfied.
- 35% of the Respondents neither satisfied nor dissatisfied with the bonus but 4% of the Respondents are highly satisfied.
- 44% of the Respondents are satisfied with loans and only few of the Respondents are dissatisfied.
- 49% of the employees are satisfied with the LTC and only 9% of the employees are dissatisfied.

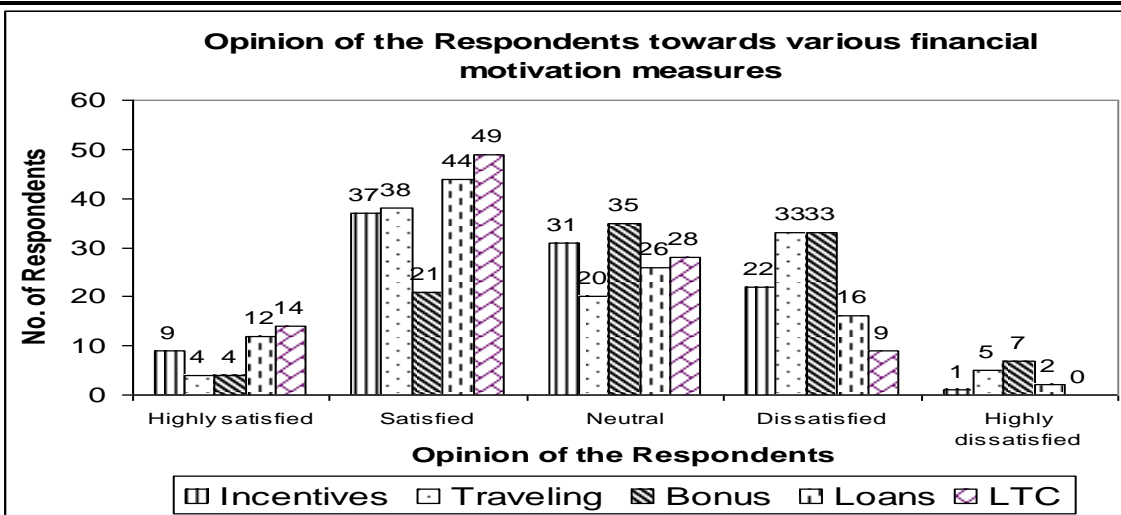


Chart – 6 - Opinion of the Respondents towards various financial motivation measures

Table -7- Satisfaction level of employees towards non-financial motivation measures

Opinion of the Respondents	No. of Respondents	Percentage of the Respondents
Highly satisfied	8	8
Satisfied	48	48
Neutral	38	38
Dissatisfied	4	4
Highly dissatisfied	2	2
Total	100	100

INFERENCE

The table indicates that 48% of the Respondents are satisfied with the non-financial motivation measures and only few are dissatisfied.

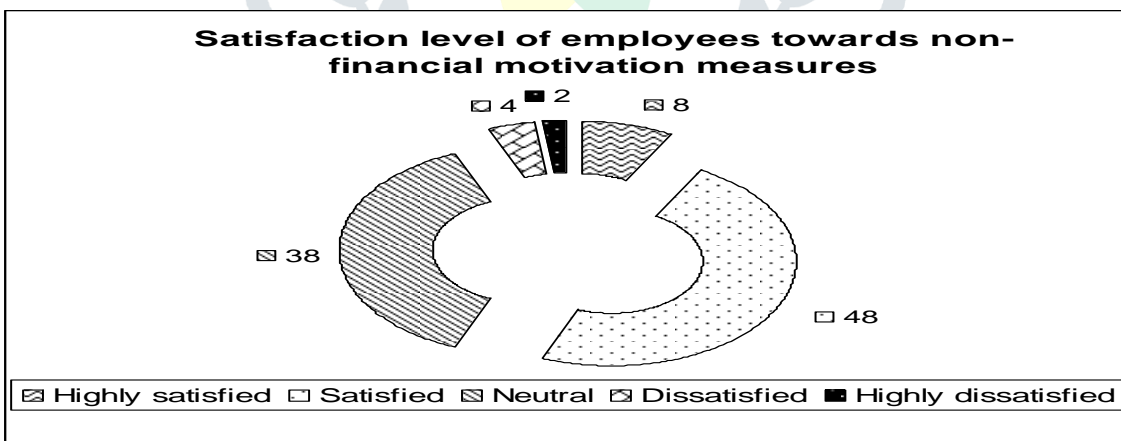


Chart -7- Satisfaction level of employees towards non-financial motivation measures

CHI – SQUARE TEST**1. Calculate whether welfare measures will motivate the employees.**

Ho: There is no relation between the welfare measure and motivation measures at Harsha Exito Engineering Private Limited.

H1: There is a relation between the welfare measure and motivation measures at Harsha Exito Engineering Private Limited.

Rating	No. of Respondents
Strongly agree	25
Agree	65
Neutral	8
Disagree	2
Strongly disagree	0
Total	100

FORMULA

$$X^2 = \frac{(O_i - E_i)^2}{E_i}$$

E_i = total frequency/ number of frequency

O_i = observed frequency

E_i = expected frequency

$$\text{Degree of freedom} = (n - 1) = 5 - 1 = 4$$

Calculation of chi-square:

O_i	E_i	$O_i - E_i$	$(O_i - E_i)^2$	$\frac{(O_i - E_i)^2}{E_i}$
25	20	5	25	0.8
65	20	45	2025	101.25
8	20	-12	144	7.2
2	20	-18	324	16.2
0	20	-20	400	20
100				$X^2=145.45$

Calculated value

$$X^2 = 145.45$$

Table value

At 5% level of significance = 9.488

Conclusion:

Since calculated value is greater than table value H_0 is rejected. Therefore H_1 is accepted i.e. there is a relation between the welfare measure and motivation measures.

CORRELATION TEST**TO FIND OUT THE CO-RELATION BETWEEN MOTIVATION AND PRODUCTIVITY**

Rating	Motivation level of Respondents	Increasing Productivity level of Respondents
Strongly Agree	24	33
Agree	56	59
Neutral	20	8
Disagree	0	0
Strongly disagree	0	0
Total	100	100

FORMULA

$$r = \frac{\sum xy}{\sqrt{(\sum x^2 * \sum y^2)}}$$

Where,

$$x = (X - \bar{X})$$

$$y = (Y - \bar{Y})$$

Therefore X = motivation and

Y = productivity

X	(X-20) x	x ²	Y	(Y - 20) Y	y ²	xy
24	4	16	33	13	169	52
56	36	1296	59	39	1521	1404
20	0	0	8	-12	144	0
0	-20	400	0	0	0	0
0	-20	400	0	0	0	0
100	-	2112	100	-	1834	1456

Calculations

$$\bar{X} = 100 / 5 = 20$$

$$\bar{Y} = 100 / 5 = 20 \quad r = 1456 / \sqrt{(2112 * 1834)} \quad r = 0.739$$

CONCLUSION

Since there is a positive correlation between two variables hence there is a significant relationship between motivation of the employees and productivity of the Factory.

FINDINGS

- Majority of the employees are qualified as diploma and ITI.
- Most of the employees are having the experience between 6 to 10 years.
- Majority of the employees are aware of motivational measure that is provided by the factory and most of the employees are satisfied with the existing motivation measure.
- High majority of the employees agree that welfare measures are one of the motivating factors.
- Most of the employees agree that safety measures will motivate employees.
- High majority of the employees are satisfied with their present job.
- Most of the employees agree that training program act as a motivational factor.

SUGGESTIONS

- The Award system is not proportionate with the savings made by the individual or group. Normally Rs. 1000.00 is being awarded to the best employee of the Factory. The savings may be in few lakhs of

rupees. It is suggested that at least 10% of the saving should be awarded to the individual or group so that more number of employees prefer to do better innovations.

- It is also necessary that the management reward system should endeavor to satisfy the individual or a group of employees immediately after occurrence of an action of praise worthy.
- Employees can be encouraged through participating in decision making and sharing their knowledge in true spirit. They should not keep as silent spectators in the meetings.
- Employees may be given an opportunity to learn how to speak in English/ Hindi so that their points can be well presented in various forums.
- Employees can be motivated to form small groups like quality circle movement to improve the quality of the products. These employees should be recognized and awarded.
- The top level management can share their knowledge, skills, experience and be a role model to the employees to enhance motivation.
- The management can provide counseling to the employees to overcome their problem regarding work as well as personal problems.
- The Factory can conduct meetings once in a month, management and employees both should be presented and discuss further needs of an employee.
- The company can get periodical feedback from the employees to get the satisfaction level of motivation measure.

CONCLUSION

As brought out in the study, inferences for each responses from the employees for the question, it is clear that the employees are well motivated and having high morale. With little efforts taken by the Management, the productivity and efficiency of the factory can be taken to new heights. The company can perform better with building up the morale of the employees by educating them and allowing them to participate in Decision making.

REFERENCES

1. Personnel Management: Tripathi P.C, Sultan Chand & Sons Publisher, New Delhi. C.B. Mamoria,
2. Human resource Management: Dr. C.B. Gupta, Sultan Chand & Sons Publisher, Stephen Robbins & Decenzo.
3. Hackman, J.R., & Oldham, G.R. (1980). Work redesign. Readings, MA: Addison Wesley
4. Naim Ismajli, Jusuf Zekiri, Ermira Qosja and Ibrahim Krasniqi. (2015), "The importance of motivational factors on Employee performance at Kosovo Municipalities", Journal of Political Sciences Public Affairs, DOI: 10.4172/2332-0761.1000152.

5. Muogbo U.S (2013), “The influence of motivation on employee’s performance: A study on selected firms in Anambra state”, The International Journal of Engineering and Science, Vol. 2 no. 7, Pg: 70 – 80, ISSN (p): 2319 – 1805.
6. Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of applied Psychology*, 86(1), 80.
7. Rožman, M., Treven, S., & Čančer, V. (2017). Motivation and Satisfaction of Employees in the Workplace. *Business systems research journal*, 8(2), 14-25.

