

## **A Study on Employee Motivation With Reference To Manufacturing Industry**

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### **Abstract**

According to Bapu (2005), "Motivation is defined as a human psychological characteristic that add to a person's degree of commitment. It is the management process of influencing employees' behavior." The study covers almost all the employees from the managing directors to the peon working in the steel industry. The motivation is a live issue for all. Motivation drifters from person to person, industry to industry, level of education, age, nature of work etc. Motivation may range from very high to very low. By this study it is clear that there are various factors which influence motivation and productivity of the employees such as social Security measures, welfare facilities, salary status, bonus, health condition, shift system and recognition of work. So the study gives importance to these factors and effect of motivation on employees in steel industry.

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**Keywords: Motivation, Employee motivation, Effect of motivation**

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### **1. Introduction**

Employee motivation is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. It has been broadly defined as the "psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence". Also, "Motivation can be thought of as the willingness to expend energy to achieve a goal or a reward. Motivation at work has been defined as 'the sum of the processes that influence the arousal, direction, and maintenance of behaviors relevant to work settings. "Motivated employees are essential to the success of an organization as motivated employees are generally more productive at the workplace.

An issue which usually generates a great deal of attention from most managers, administrators and those involved in Human Resources Management is the issue of how to successfully motivate employees. While it is true that aspects like staff recruitment, controlling, managing, leading, and many more are of great importance to the success of an organization, Employee Motivation is generally considered a core element in running a successful business.

In the organizational setting the word “Motivation” is used to describe the drive that impels an individual to work. A truly motivated person is one who “wants” to work. Both employees and employers are interested in understanding motivation. If employees know what strengthens and what weakens their motivation, they can often perform more effectively to find more satisfaction in their job. Employers want to know what motivates their employees so that they can get them to work harder.

The concept of motivation implies that people choose the path of action they follow. When behavioral scientists use the word motivation, they think of it as something steaming from within the person. Technically, the term motivation has its origin in the Latin word “mover” which means “to move”. Thus the word motivation stands for movement. If a manager truly understands his subordinate’s motivation, he can channel their “inner state” towards command goals, i.e., goals, shared by both the individual and the organization. It is a well known fact that human beings have great potential but they do not use it fully, when motivation is absent. Motivation factor are those which make people give more than a fair day’s work and that is usually only about sixty-five percent of a person’s capacity. Obviously, every manager should be releasing hundred percent of an individual’s to maximize performance for achieving organizational goals and at the same to enable the individual to develop his potential and gain satisfaction. Thus every manager should have both interest and concern about how to enable people to perform tasks willingly and to the best of their ability.

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932. This study found employees are not motivated solely by money and employee behavior is linked to their attitudes. The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers.

## 2. Objectives

- ✓ To study about the motivation of employees in manufacturing industry
- ✓ To find out the most preferred motivational factor
- ✓ To find out whether there is a significant relationship between work experience of the respondents in this organization and motivation level of the respondents

## 3. Literature Review

**According to Blau (1985) “Sustaining the Growth of Employee Motivation and Career Development in Organization”** career commitment refers to one’s behavior towards one’s profession or vocation, where it involves one’s personal attachment or identification with one’s career, one’s persistent willingness to maintain one’s career, as well as, one’s exert continuous effort in support of one’s career development and goals. In this study, further evaluated the motivational concepts directly determined by organization’s well designed HRM policies which regulates employees benefits in the form of rewards and bonus for competent and diligent employees and they got recognition in within work environment increases directly motivational level.

**According to JR Linder (1998) “understanding employee motivation”** Defines commitment as “loyalty, identification, and involvement with some appropriate object”. In an organizational setting, such loyalty involves feelings of attachment, which develops as individuals share values in common with other members of the group.

**According to JM Hays, AV(2001) “A preliminary investigation of the relationships between employee motivation/vision, service learning, and perceived service quality”** most experts agree that a learning organization whose employees have a clear vision of the importance of service quality and are motivated to provide that quality will achieve superior service quality. We develop a theoretical framework and conduct a cross-sectional empirical study to investigate the inter-relationships among these constructs. The results indicate that higher levels of both employees’ motivation/vision and organizational learning positively affect perceived service quality. Additionally, employees’ motivation/vision was found to mediate the relationship between organizational learning and perceived service quality. These results highlight the importance of employees’ motivation/vision in both the service process and the learning process.

**According to S Ramlall (2004) “Employee Motivation Theories and their Implications for Employee Retention within Organizations”** a synthesis of employee motivation theories and offers an explanation of how employee motivation affects employee retention and other behaviors within organizations. In addition to explaining why it is important to retain critical employees, the author described the relevant motivation theories and explained the implications of employee motivation theories on developing and implementing employee retention practices. The final segment of the paper provides an illustration with explanation on how effective employee retention practices can be explained through motivation theories and how these efforts serve as a strategy to increasing organizational performance.

**According to Z Rahimić, E Resić, (2012)“Determining the level of management competences in the process of employee motivation”** all sectors, including profit and non-profit, as well as non-governmental, are caught in the dynamic and fast changes, which require prompt responses from the management. One of the oldest, but still most difficult tasks that every manager has to face is employee motivation. This is notably true when speaking of successful employee performance, productivity and loyalty.

**According to QA Manzoor (2012)“Impact of Employees Motivation on Organizational Effectiveness”** empowerment and recognition have a positive effect on employee motivation. More the empowerment and recognition of employees in an organization is increased, the more their motivation to work will enhance. Also there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motivated to accomplish tasks, the higher will be the organizational performance and success.

**According to IM Achim, L Dragolea, (2013) “The importance of employee motivation to increase organizational performance”** The premise of understanding the concept of “motivation” by everyone, and the importance of this phenomenon, in general. Despite the fact that it is permanently approached in specialty works, discussed and analyzed at congresses, seminars and internal meetings, motivation seems to continue to conceal secrets for (too) many employers, while the polls with the employees hired in big companies certainly demonstrate that they are not motivated in accordance with the contribution they bring to the company welfare.

**According to OI Dobre (2013)“Employee motivation organizational performance”** Employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the organization. If

employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty.

**According to L Elise, T Grohnert, EL-AT (2013) “Employee motivation for personal development plan effectiveness”** aims to understand conditions under which personal development plans (PDPs) can effectively be implemented for professional learning. Both the organization's manner of supporting the PDP practice as well as the individual employee's motivation is taken into account.

**According to M Latif, S Aslam (2014) “Impact of financial and non financial rewards on employee motivation”** financial rewards like salary, bonuses and fringe benefits are instrumental in fulfilling the basic necessities of life and needs of belongings and authority. It is the symbol of triumph and accomplishment. Employees expect a salary according to their skills, abilities and qualification. An inequitable pay is a source of appreciation for their services and efforts.

**According to Allameh, S.M.(2014) “Impact of performance appraisal system on employee motivation”** revealed that there is a relationship of performance appraisal with the job performance. The result also indicated that the relationship of performance appraisal satisfaction to turnover intention is not significant and there is a role of moderating intrinsic work motivation. The population consisted of employees of Isfahan University.

**According to MA Bawa (2017)”employee motivation and productivity: A review of literature and implications for management practice** “a substantial body of theory and empirical evidence exists to attest to the fact that motivation and productivity are concepts which have been subjects of immense interest among researchers and managers.

**According to HS Mansaray - Budapest(2019)”The Role of Human Resource Management in Employee Motivation and Performance”** the link between motivation and performance, establishes what makes motivation to have a central role in getting high performances from employees in organizations. It was revealed from the review that there are several motivational theories used by employers at different situations when they want their employees highly perform. As motivation is to influence employees to perform, hence; performance is the evaluation with respect to acknowledge task, objectives, goal line and rational anticipations linked with a role, in an organization.

#### **4. Methodology**

The research design adopted for this study is a descriptive in nature. Convenience sampling was adopted and primary data from 120 respondents are collected by survey using tool as a questionnaire. Pilot study was conducted with 12 respondents and the questionnaire was tested. The tools used for analysis are percentage analysis, weighted average method and chi-square method

#### **5. Findings**

From the study it was found that 51.7% of the respondents are satisfied with their job, 32% of the respondents have high motivation level, 42.5% of the respondents are motivated towards job, most of the respondents preferred career development as the important factor of motivation and there is no significant relationship between work experience of the respondents and motivation level of the respondents.

#### **6. Conclusion**

Motivation is an aspect which covers almost all the employees from the managing director to peon. The motivation is a live issue for all. Motivation is a psychological concept. Motivation is not a cause but rather the effect or result of many going away.

Motivation drifts from person to person, industry to industry, level of education, age, nature of work etc. Motivation may range from very high to very low. From this study it is clear that various factors which influence motivation and productivity of the employees are social security measures, welfare facilities, salary status, bonus and recognition of work which are getting much importance. Several approaches to motivation are available.

Early theories are too simplistic in their approach towards motivation. Maslow's hierarchy, Herzberg's two-factor model and Alder's ERG approach are very popular. Employee motivation plays a very important role in every organization. It leads to increased productivity and allow an organization to achieve higher levels of output. Good employee motivation helps to achieve success in the organization. The study helps to learn about motivation and when applied leads to progressive result of the company.

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