# A STUDY ON EMPLOYEE MOTIVATION WITH REFERENCE TO SRI KANNAPIRAN MILLS LIMITED

Sagayarani A[1], Hari Priya J[2]

[1]*Assistant Professor, Department of Management Studies, Sri Ramakrishna Engineering College, Coimbatore*

[2] *Student, Department of Management Studies, Sri Ramakrishna Engineering College, Coimbatore*

## ABSTRACT

*The purpose of this study is to investigate the impact of motivating the front line employees of retail stores in Jordan on the organizational commitment. The study is aim to appraise the existing literatures and build up the conceptual framework as well as hypotheses. The research was conducted with a convenience sample. A total of 97 respondents from C-Town retail stores and Sameh Mall have participated in this research survey. Analysis of data and the discussion is included. Data collected were analyzed by the application of statistical tests i.e., Cronbach's alpha reliability, Pearson correlation and Simple Linear Regression using SPSS 20.0. Results showed that significant impact from employee motivation of front line employees on organizational commitment (affective, normative and continuance). Some important recommendations are also derived from the study.*

**KEY WORDS:** *Employee Motivation, Organizational Commitment, Affective Organizational Commitment, Continuance Organizational Commitment, Normative Organizational Commitment.*

## 1. INTRODUCTION

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 employee. 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 its 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 task 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 from1924 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, where by the needs and motivation of employees becomes the primary focus of managers.

## 1.1 THEORETICAL BACKGROUND OF STUDY

Employees' motivation is "The heart of giving the people what they really want most from work" (Dell, 1988). The more you are able to provide what they want, the more you should expect what you really want, namely: productivity, quality, and service. Jones and George (2010) argue that employees' motivation is as the "psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort, and a person's level of persistence." The behavioural direction of a person is described as "the many possible behaviours that a person could engage in." Effort indicates how hard people work. Persistence on the other hand refers to whether, when dealing with roadblocks and obstacles, employees keep trying or give up. When employees follow an effective and efficient direction, contribute in high levels of effort and are persistent, then high motivation occurs.

Maslow (1943) sets money at the lowest hierarchy level and shows that other needs work as better motivators to staff. Herzberg (1959) based on Maslow's' pyramid supports that money tends to have a motivating effect on employees that lasts only a short period of time (two-factor model of motivation). McGregor (2002) places money in his Theory X category and feels it is a poor motivator. Praise and recognition are placed in the Theory Y category and are considered stronger motivators than money.

If money is the only reward that someone receives by doing his job right, this undoubtedly will have a negative reflect on the organization. The employee will react each time by thinking of his pocket and ignore about the operations goals and the promotion of them. The rewards must have the form of influencing the employee to feel better concerning his/her achievements inside the company and from this success to feel as a part of this business and not as "just a worker" who simply gets paid for his/her services (Rollinson, 2004). Opportunities for job development, skills improvement, and job commitment are excellent examples of making an employee stop thinking of himself as just an employee and motivate him/her to start feeling as a real member of the company that he belongs too and perform better (Armstrong and Baron, 2004)

Several theories and definitions about the employees' motivation exist, but all of them have a common principal: Managers must determine the needs of their employees within an organization in order to make them happy when they work and by that to motivate them perform at high levels and more efficiently for the goals achievement of the organization.

The number of the companies (private companies) that we are going to use in our survey is twenty and the number of the people that we are going to select in each one of them is 12 (ten employees and two managers). The survey will take place in Greece. Through a non random technique we will first select the twenty companies separated in couples producing the same product. Each couple will be producing different kind of products, so in total we will be having ten company-couples producing different products. From those couples, the one part will have a good

outcome and its employees will perform well and the other one left not so. From these companies and with methods that we are going to mention later, we will examine the ways that these companies and their managers have accomplished to improve their employees' motivation.

## 1.2 TYPES OF MOTIVATION

There are many types of motivation

Motivational techniques have been experienced by every person from birth. We learn behavior through motivation. We live our whole lives because of motivation. The question that remains however is this: What motivation should a person have? This is important because our motivation decides our behavior. Some types of motivation are more effective than others. However, the perfect motivation for you can only be decided by one person:

Why do people do what they do? Why do we go on every day, living our lives and trying to find justification for our existence? Some people think that they can find purpose in the things that motivate them. Others just see the motivation and react automatically

There is no one thing that motivates people to perform certain actions. People are different, so it follows that their motivations have to be different. Here are some types of motivation

### Achievement

This is the motivation of a person to attain goals. The longing for achievement is    inherent in every man, but not all persons look to achievement as their motivation. They are motivated by a goal. In order to attain that goal, they are willing to go as far as possible. The complexity of the goal is determined by a person's perception.

### Socialization

Some people consider socialization to be their main motivation for actions. This is especially evident in the situation of peer pressure. Some people are willing to do anything to be treated as an equal within a group structure. The idea of being accepted among a group of people is their motivation for doing certain things.

### Incentive motivation

This motivation involves rewards. People who believe that they will receive rewards for doing something are motivated to do everything they can to reach a certain goal. While achievement motivation is focused on the goal itself, incentive motivation is driven by the fact that the goal will give people benefits. Incentive motivation is used in companies through bonuses and other types of compensation for additional work.

### Fear motivation

When incentives do not work, people often turn to fear and punishment as the next tools. Fear motivation involves pointing out various consequences if someone does not follow a set of prescribed behavior. This is often seen in companies as working hand- in-hand with incentive motivation. Workers are often faced with a reward and punishment system, wherein they are given incentives if they accomplish a certain goal, but they are given punishments when they disobey certain policies.

**Change motivation**

Sometimes people do things just to bring about changes within their immediate environment. Change motivation is often the cause of true progress. People just become tired of how things are and thus, think of ways to improve it.

**Natural Motivations**

- Motivation is the most common type of motivation and happens the most often. It is the motivation people get when naturally motivated.
- Fear motivations
- Fear Motivation happens often within the workforce when under pressure to complete a task.

**1.3 STATEMENT OF PROBLEM:**

"Problem statement is a statement in which focusing on some variable. It provides opportunity to establish why these variables are important". There is the more need to research on motivation, goal is that what employees is to perform at their best and achieve the objects or not in a specific time. In this the problem is that many of the employers who don't work for everyone have struggled for different incentive programs to motivate their employee.

This is the problem which is faced by the many employees of that company. In problem statement, currently problem must be exist in that organization and the manager should need to be improved in that organization.

**1.4 OBJECTIVES OF THE STUDY:**

- To study the effect of monetary and non monetary benefits of employee provided by organization on the employee's performance.
- To study the effect of job promotion on employees
- To learn the employee satisfaction on the interpersonal relationship exists in the organization.

**1.5 RESEARCH METHODOLOGY**

Research methodology is a systematic way to solve research problems. Research - methodology deals with research methods and takes into consideration the logic behind the method. It also deals with objective of research study, the method of defining the problem, type of data collected, methods used for collecting and analyzing data. It also deals with objective of research study; the method is defining the problem, type of data collected and the methods used for collecting the data.

**1.6 METHODS FOR DATA COLLECTION**

- Primary data
- Secondary data

**PRIMARY DATA:**

The primary data is collected through Questionnaires meeting respondents personally and internet. The primary data is collected through asking the questions consisting of following categories.

* Interview
* Questionnaire

**SECONDARY DATA:**

The data which have already been collected by someone else or taken from published or unpublished sources and which have been already been passed through the statistical process. The data has been collected from: Reviews of books, Digital libraries, journals, online database on other web resources.

**1.7  METHODS USED FOR DATA ANALYSIS**

The tools used for data collection are:

* Percentage Analysis
* Chi Square Analysis

**1.8 SCOPE OF STUDY:**

* The study is intended to evaluate motivation of employees in the organization.
* A good motivational program procedure is essential to achieve goal of the organization. If efficient motivational programmes of employees are made not only in this particular organization but also any other organization
* The organizations can achieve the efficiency also to develop a good organizational culture.

1.9 **LIMITATIONS:**

* The study was purely based on the information given by the employees and there are chances for giving wrong data.
* The sample size is 50, so the employee's opinion may not reflect the exact scenario.
* Employees are very busy in their work so they gave answers very much in the questionnaire method.
* Certain employees were biased in answering to the questions.

**1.10 Review of Literature:**

**Arokiasamy (2013)** studied the causes and effects of employee turnover in private sector in Malaysia. The study aimed at finding out the actual reasons behind turnover and its detrimental effects on the productivity of manufacturing industries in Malaysia. The results indicated that job motivation has the largest direct effect on

turnover intent. The study also provided a general view of what were the various avenues available for future consideration to deal with acute issues pertaining to employee turnover.

**Pandit and Thomas (2014)** conducted a study to identify the reasons behind employee's stay with an MSME. The instrument developed by Dr. Udai Pareek and Surabhi Purohit was used to trace employee's decision making style and life orientation. It was found that factors which drives an employee's decision to stay in an organization differs from person to person.

**Gosh and Gurunathan (2015)** proved that human resource practices based on commitment have an impact on turnover intentions of employees by implanting new employees more effectively into organizations in India. Basically, "this study explained the relationship between employee perceptions of commitment based human resource practices, on-the job embeddedness and off-the-job embeddedness, and employees' intention to quit". Findings of the study suggested that human resource practices based on commitment is an important depicter of employees' turnover intentions. Also, it has been found that on-the-job embeddedness mediates the association between turnover intentions and commitment based human resource practices.

**Raddha et al. (2012)** examined the factors affecting employee motivation, and intention to quit of nurses in Jordanian healthcare sectors. Data was gathered from 180 nurses from three    hospitals in Jordan. Results of the study reported significant relationship between employee motivation and intention to quit among nurses. Also, co-workers, nature of work and supervision emerged as the most satisfying attributes of motivation."

## 2.   ANALYSIS & INTERPRETATION

### 2.1 Percentage Analysis

### TABLE - 1 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

| Demographic Profile | | Percentage |
|---|---|---|
| **Gender** | Male | 60 |
| | Female | 40 |
| **Age (in years)** | 18 - 25 | 46.8 |
| | 26 - 35 | 37.7 |
| | 36 - 50 | 11.1 |
| | Above 50 | 4.4 |
| **Educational Qualification** | Graduate | 37.7 |
| | Post Graduate | 53.3 |
| | Technical | 6.6 |
| | Others | 2.4 |
| **Work Experience** | Below 5 yrs | 40 |
| | 6 – 10 yrs | 31.1 |
| | 10 – 15 yrs | 17.7 |
| | More than 15 yrs | 11.1 |

**TABLE – 2 AGREE OR DISAGREE OF THE FOLLOWING**

| S.NO | SOURCES | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | Percentage |
|------|---------|-------------------|----------|---------|-------|----------------|------------|
| 1 | Good physical working conditions are provided in the organization | 2 | 3 | 14 | 10 | 16 | 36% |
| 2 | Employees in the organization feel secured in their job | 6 | 7 | 9 | 13 | 10 | 29% |
| 3 | The retirement benefits available are sufficient | 1 | 6 | 18 | 9 | 11 | 40% |
| 4 | Visibility with top management is important to me | 3 | 5 | 11 | 17 | 9 | 38% |
| 5 | The incentives and other benefit will satisfy your performance | 4 | 6 | 12 | 15 | 8 | 33% |

**CHART - 2 AGREE OR DISAGREE OF THE FOLLOWING**
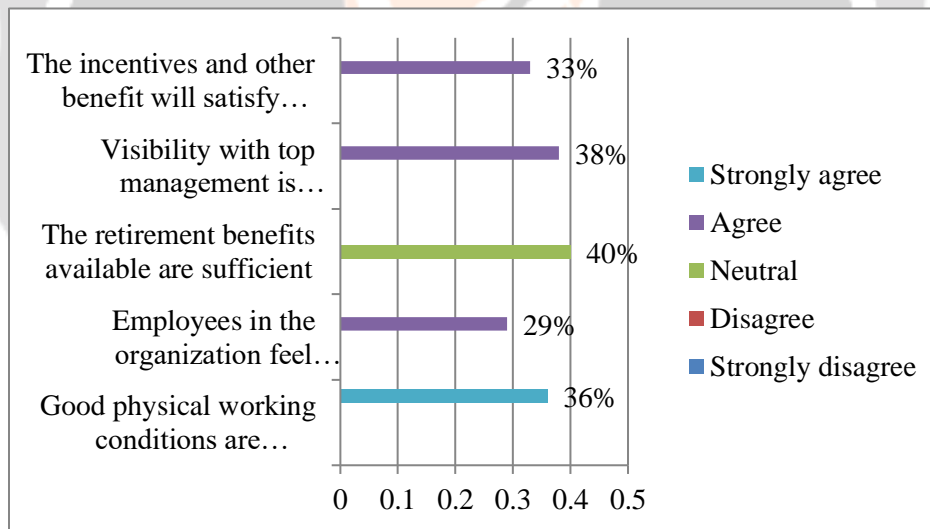


- Majority (36%) of the respondents remains strongly agree with regard to their opinion whether good physical working conditions are provided in the organization.
- Majority (29%) of the respondents remains agree with regard to their opinion whether employees in the organization feel secured in their job.
- Majority (40%) of the respondents remains neutral with regard to their opinion whether the retirement benefits available are sufficient.
- Most (38%) of the respondents remains agree with regard to their opinion whether visibility with top management is important to me.
- Most (43%) of the respondents remains agree with regard to their opinion whether the incentives and other benefit will satisfy your performance.

**TABLE – 3 MOTIVATIONAL FACTORS**

| MOTIVATIONAL FACTORS | NO.OF RESPONDENTS | PERCENTAGE |
|---|---|---|
| Job Security | 9 | 20 |
| Promotion | 12 | 26.6 |
| Career Development | 18 | 40 |
| Welfare Development | 6 | 13.4 |
| **TOTAL** | **45** | **100** |

**CHART – 3 MOTIVATIONAL FACTORS**
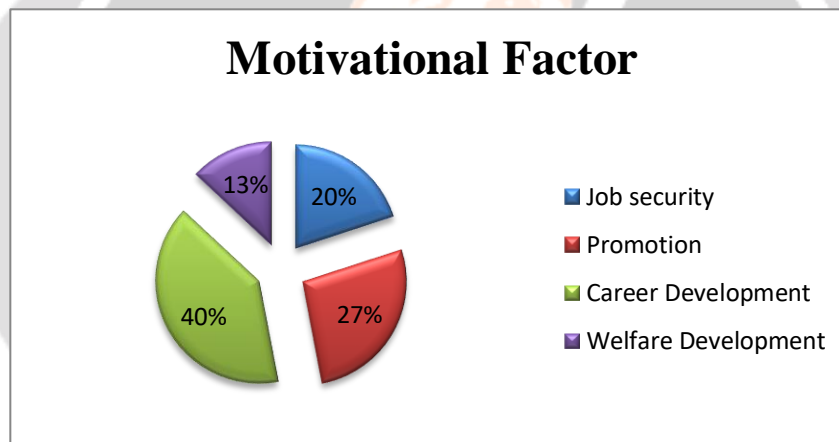


**TABLE – 4 WELFARE FACILITIES PROVIDED BY THE ORGANIZATION**

| WELFARE FACILITIES | NO.OF RESPONDENTS | PERCENTAGE |
|---|---|---|
| Yes | 21 | 46.6 |
| No | 24 | 53.4 |
| **TOTAL** | **45** | **100** |

**CHART – 4 WELFARE FACILITIES PROVIDED BY THE ORGANIZATION**
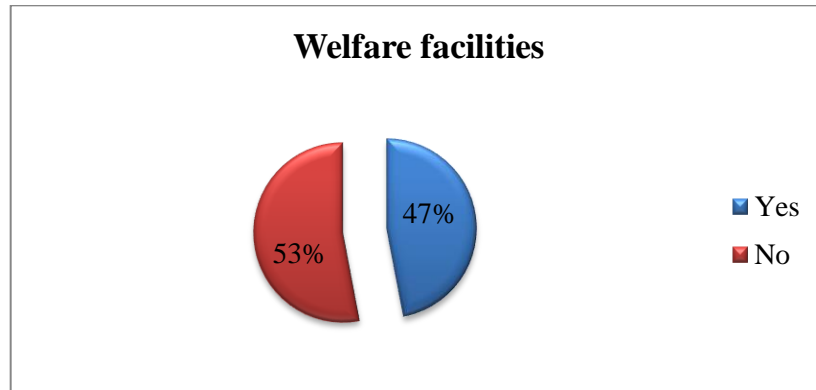


**TABLE – 5 MOTIVATING FACTORS IN THE ORGANIZATION**

| MOTIVATING FACTORS | NO.OF RESPONDENTS | PERCENTAGE |
|---|---|---|
| Salary increase | 12 | 26.6 |
| Promotion | 22 | 48.8 |
| Leave | 2 | 4.4 |
| Motivational talk | 9 | 20 |
| **TOTAL** | **45** | **100** |

**CHART – 5 MOTIVATING FACTORS IN THE ORGANIZATION**
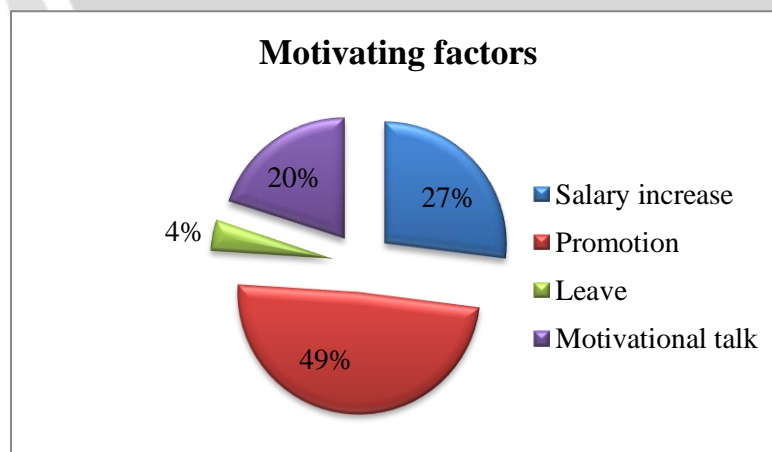


## 3. RESULTS AND FINDINGS

Majority (40%) of the respondents are career development of motivational factors.

Majority (53%) of the respondents are not satisfied with welfare facilities provided by the organization.

Majority (49%) of the respondents are promotion of motivating factors.

**The chi-square analysis highlights the following findings**

$H0_1$: There is no significant relationship between the qualification of the respondents and their opinion about the employee motivation.

- The calculated Chi square value is less than the table value at 0.05% confidence level; therefore the null hypothesis can be rejected. It can be understood from the above table that there is no relationship between qualification of the respondents and their opinion about the employee motivation.

$H0_1$: There is no significant relationship between the qualification and working conditions are clean, pleasant & safe of the respondents about the employee motivation.

- The calculated Chi square value is less than the table value at 0.05% confidence level; therefore the null hypothesis can be rejected. It can be understood from the above table that there is no relationship between qualification of the respondents and their opinion about the employee motivation.

## 4. CONCLUSION

- Motivation is an aspect which covers almost all the employee from the managing directors to his peon. The motivation is a live issue for all. Motivation is psychological concept. Motivation is not a cause but rather the effect or result of many going awry. Motivation drifters from person to person, industry to industry, level of education age, nature of work etc. Motivation may be range from very high to very low.
- By this study it is clear that various faction which influences motivation and productivity of the employees each as Social Security measures, welfare facilities, salary status, Bonus, heath condition, shift system and recognition of work are getting much importance. Several approaches to motivation are available. Early theories are too simplistic in their approach towards motivation. The content theories Maslow's need hierarchy. Herzberg's two-factor model and alder's erg approach are very popular.
- To conclude employee motivation plays very important role in every organization. Good employee motivation helps to success of the organization. Unless an employee has poor motivation if always a possibility of employee disharmony and also affect some thrumming of the organization. From the financial and nonfinancial reward system make motivation in complete picture. Form this we learn that how we applied the concept of motivation for the progressive result of company.

## 5. REFERENCES

1. Arokiasamy, (2013). A qualitative study on causes and effects on employee turnover in the private sector in Malaysia. Middle-East Journal of Scientific Research 16(11), 1532-1541.
2. Pandit, P. and Thomas, A. (2014). Prestige e-Journal of Management and Research, 1(1), ISSN 2350-1316
3. Gosh, D. and Gurunathan, L. (2015). Do commitments based human resource practices influence job embeddedness and intention to quit? IIMB Management Review, 27, 240-251. http://dx.doi.org/10.1016/j.iimb.2015.09.003
4. Raddha et al. (2012). Jordanian nurses' job motivation and intention to quit. Leadership in Health Services, 25(3), 216-231.