

## A Study on Importance of Employee Motivation at Periyar Rice Mills, Kalady



### Management

KEYWORDS :

VINCY EV

XIII/640 ENCHIPARAMBIL HOUSE MATTOOR, KALADY PO, ERNAKULAM- 683574

Dr.A.S Ambily

ASSISTANT PROFESSOR, DEPT OF COMMERCE AND MANAGEMENT, AMRITA SCHOOL OF ARTS AND SCIENCES, KOCHI, AMRITA VISHWA VIDYAPEETHAM , INDIA

### ABSTRACT

*The word motivation has been derived from motive which means idea, need or emotions that prompts a man in to action. Whatever may be the behavior of man, there is some stimulus behind it. Stimulus is dependent upon the motive of the person concerned.*

*Each and every employee of any organization should be motivated through any motivational techniques so that, the employees are satisfied with their job. If the employees are satisfied with their job, it would lead to the increase in the productivity of the organizations; so I would like to identify how the organization motivates the employees that benefit both the employees and the management.*

*The study examined the ranked importance of motivational factors of employees at Periyar rice mills, Kalady which is at Ernakulam district. This study helps to know the satisfaction level of employees with the motivational factors used by the company. This project had been undertaken to find out the needs and wants of the employees. To carry out this study and to achieve the objectives, questionnaires were given to a sample of 100 employees. The data so collected is analyzed in order to arrive at adequate findings relating to employee motivations. Carefully designed reward systems that include job enlargement, job enrichment, promotions, internal and external stipends, monetary and non monetary compensation should be considered.*

### INTRODUCTION & MEANING OF MOTIVATION

In an organization, management tries to coordinate various factors of production to achieve organizational goals. The efficiency of non human factors like materials, machines etc, depends on the type of technology being used and also the performance level of human factors used. Thus to make total factors efficient and effective, one has to improve the performance level of human beings in the organization.

This is determined by two important factors- Ability and Motivation. The challenge faced by a modern manager now-a-days, is how to motivate employees to display behavior consistent with organizational goals; such as reducing cost, increasing revenues and satisfying customers. Motivation is a challenge for managers, because it requires understanding how an employee thinks. Motivation arises from within employees and motivational factor differ for each individual within an organization. When managers analyze their workers, they always discover that some people invariably outperform others of equal skill, efficiency and ability.

A close scrutiny often reveals that in some situations a person with outstanding talent is consistently outperformed by someone having lesser talent. The reason seems to be that the latter employee voluntarily put more effort, try harder in order to accomplish their goals. These hard workers are often described as motivated workers.

Since people are the most important resource of an organization, their behavior has to be analyzed and interpreted properly. Among behavior processes, motivation is generally treated as one with strategic importance. It is because lack of motivation results in ineffective performance and high level of absenteeism and labour turnover.

### IMPORTANCE OF MOTIVATION

Management tries to utilize all the sources of production in a best possible manner. This can be achieved only when employees co-operate in this task. Effort should be made to motivate the employees for contributing their maximum. The efforts of management will not bear fruit if the employees are not encouraged to work more. The motivated employees become the asset of the organization. The following is the importance of motivation.

### HIGH PERFORMANCE

Motivated employees will put maximum efforts for achieving organizational goals. The untapped reservoirs, physical and mental abilities are tapped to the maximum. Better performance will also result in higher productivity. The cost of production can also be brought down if productivity is raised. The employees should be offered more incentives for increasing their performance. Motivation will act as a stimulant for improving the performance of employees.

### LOW EMPLOYEE TURNOVER AND ABSENTEEISM

When the employees are not satisfied with their job, they will leave the job whenever they get an alternative offer. The dissatisfaction among employees also increases absenteeism. The training of new employees costs dearly to the organization. When the employees are satisfied with their jobs and they are well motivated by offering them financial and non-financial incentives, they will not leave the organization. The rate of absenteeism will also be low because they will try to increase their output.

### BETTER ORGANIZATIONAL IMAGE

Those enterprises which offer better monetary and non-monetary facilities to their employees have a better image among them. Such concerns are successful in attracting better qualified and experienced persons. Since there is a better manpower to development program, the employees will like to join such organizations. Motivational efforts will simplify personnel functions also.

### BETTER INDUSTRIAL RELATIONS

A good motivational system will create job satisfaction among employees. The employee will have an atmosphere of confidence. There will be no reason for conflict and cordial relations among both sides and this will create a healthy atmosphere. Therefore motivation among employees will lead to betterment industrial relations.

### ACCEPTABILITY TO CHANGE

The changing social and industrial situations will require changes and improvements in the working of enterprises. There will be a need to introduce new better methods of work from time to time. Generally employees resist to changes for fear of adverse effect on their employment. When the employees are given various opportunities of development they can easily adapt to new

situations. They will think of positive side of new change and will co-operate with the management. If the employees are satisfied with their works and are not offered better avenues then they will oppose everything suggested by the management. Motivation will ensure the acceptability of new changes by the employee.

### TECHNIQUES TO INCREASE MOTIVATION

Certain motivational techniques are selected by the management which can be employed for improving performance of their employees. The techniques may be suitably employed in one concern; others may be useful in another concern and so on. Motivational techniques may be classified into two categories; i.e. financial and non-financial. Both the categories of motivators are discussed as under.

### FINANCIAL MOTIVATORS

Financial motivators may be in the form of more wages and salaries, bonuses, profit-sharing, leave with pay medical reimbursements, company paid insurance or any other things that may be given to employee for performance. The economist and most managers consider money and financial incentives as important motivators. Behavioral scientists, on the other hand, tend to place them low, neither view is probably right.

Money is most important to people who are young and are raising their families, then to those who have aligned at a stage when money needs are less. Money needs goes on changing from time to time. For some person's money remains to be a motivator and for others it may never be. According to Gellerman money is actually used to retain people in the organization and not primarily to motivate them.

Generally, persons engaged in same type of work are offered equal wages. It is seen as a practice that person comparable level, get the same or usually the same compensation under each circumstance money tends to be dulled as a motivator. Besides all this money can motivate people if their wages are related to their performance.

### NON-FINANCIAL MOTIVATORS

These motivators are in the nature of better status, recognition, participation, job security etc. some of these motivators are discussed here:

#### Recognition

Every person wants his work to be recognized by his superiors. When he knows that his performance is known to his boss, he will try to improve it more and more. The recognition may be in the form of a word of praise, a pat on the back, a letter of appreciation, or entry in annual confidential report etc. there may also be awards certificates etc. the recognition may be for better output, saving the time, improving quality of products, suggestions of better ways of doing things etc. these type of recognition will act as a motivator.

#### Participation

Participation has been considered as a good technique of motivation. It implies physical and mental involvement of people in decision making process. It satisfies ego and self esteem of persons. They feel important when asked to make suggestion in their field of activity. Participation results in motivation and knowledge, valuable for the enterprise's success. Participation gives a sense of affiliation and accomplishment. It certainly acts as a motivator.

#### Status

It refers to social status of a person and it satisfies egoistic needs. A management may create some status symbols in the organization. This can be done by various facilities to the per-

sons. These may be superior furniture, carpets on the floor, or anything that would indicate and increase the status symbol of the person. When a person achieves certain facilities, he tries to get better status by working more. In this way status needs act as motivator.

### Competition

In some organizations competition is used as a motivator. Various persons are given certain objectives and everybody tries to achieve those ahead of others. There may be praises appreciation letters and financial incentives to those who reach the goals first. The competitions encourage the persons to improve their performance.

### Job Enrichment

Job enrichment has been recognized as an important motivator by various researchers. The job is made more important and challenging for the workers and may be given wide altitude in deciding about their work methods. The employees will also perform the management functions of planning and control so far as the work is concerned. According to Herzberg, job enrichment would provide for the employees psychological growth. The employee is given the dealings and the quality standards he must meet. It brings more job satisfaction and high morale. So it is a recognized device of motivation.

### Job Enlargement

Another motivational technique closely related to job enrichment is the job enlargement.

"Job enlargement refers to adding a few more task elements horizontally".

It involves in performing of variety of jobs or operation at the same time. Thus it involves horizontal job loading as compared to vertical one in job enlargement. It increases task and responsibilities. It involves expansion of the scope and width of the job by means of a horizontal loading of certain closely related operations.

### Job Satisfaction

Job satisfaction is another important technique used to motivate the employees. It is often been said that A HAPPY EMPLOYEE IS A PRODUCTIVE EMPLOYEE. A happy employee is generally the employee who is satisfied with his job. Job satisfaction is very important because most of the people spend a major portion of their lives at the working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee has better physical and mental wellbeing. Though it is a debatable point as to which one is the cause and which the effect is; but these are correlated to each other.

### Job Rotation

Job rotation will be used in a situation where an organization has a series of routine jobs that cannot be combined or enriched. In such a case the employees may be shifted from one job to another in order to provide some variety so as to maximize monotony and boredom. Thus, in job rotation, a person is required to perform on job at a time but he is rotated to different jobs after certain period of time. When an activity is no longer challenging, the employee could be rotated to another job, at the same level, with the same skill requirements.

### NEED FOR THE STUDY

The needs for the study are given below such as follows:

To study and know the employee motivation scenario in Periyar Rice.

To identify how the organization motivates its employees.

To find out the improvement factors for motivating the employees in the organization.

To know the employee satisfaction level with the motivation factors undertaken by the company.

**OBJECTIVES OF THE STUDY**

The study has both primary and secondary objectives

Primary objective

To study employee motivation at Periyar Rice.

Secondary objectives

To analyze the attitude of workers towards motivation.

To examine various aspects of employee motivation.

To give awareness about motivational factors and its benefits to the employees.

To assess how motivation creates job satisfaction among the employees.

To identify whether the motivational techniques has an impact on the productivity.

To identify the factors which bring high level of satisfaction.

**SCOPE OF THE STUDY**

Helps to get a clear picture about the factors that motivates the employees.

Helps the management to formulate suitable policy in motivating the employees.

This study may increase the motivational level of employees.

In-depth analysis can be done.

**LIMITATIONS OF THE STUDY**

During the personal approach with the respondents for the collection of data, the respondents for renting out their feelings consumed a lot of time.

Some of the respondents seemed to be very hesitant to give straight forward answers.

The sample taken for the study was only 100 and the results drawn may subject to be bias and prejudice.

Time constraints were a limiting factor in this study.

The study was limited only to the company Periyar Rice Mills.

Views of the management are not considered in this study since this study focuses mainly on the motivational factor of the employees.

**RESEARCH METHODOLOGY**

**SAMPLING SIZE AND TECHNIQUE**

**TYPE OF UNIVERSE:**

The first step in developing any sample is clearly defining the set of objectives, technically called the universe to be studied. The universe chosen for the research study is the employees of Periyar Rice Mills.

**SIZE OF SAMPLE**

Number of the sampling units selected from the population is

called the size of the sample. Here 100 respondents were obtained from the employees of Periyar rice mills.

**QUESTIONNAIRE CONSTRUCTION**

In constructing questionnaire, care was taken to investigate the difficulties that respondents may face while answering them. It was prepared keeping in view the objectives of the study. During the construction care was taken to avoid questions, which may lead to misinterpretation. The questions thus constructed were structured, so as to collect all relevant information.

The questionnaire consists of a variety of questions presented to the employees for their response. Open ended, dichotomous, rating, multiple-choice questions were used in constructing the questionnaire.

**STATISTICAL TOOLS USED**

To arrange and interpret the collected data the following statistical tool were used

1. Percentage method
2. Weighted average method
3. Chi-square Analysis.

**DATA ANALYSIS AND INTERPRETATION**

**EXPERIENCE AND SUGGESTIONS**

EXPERIENCE & ACCEPTANCE OF SUGGESTION	YES	NO	TOTAL
0-5	14	46	60
5-10	16	17	33
10+	7	0	7
TOTAL	37	63	100

**Null hypothesis (Ho)** = There is no significant difference between experience and acceptance of suggestions of employees by the organization

**Alternate hypothesis (Ha)** = There is significant difference between experience and acceptance of suggestions of employees by the organization

OBSERVED(O)	EXPECTED(E)	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
14	22.2	-8.2	67.24	3.0288
16	12.21	3.79	14.3641	1.1764
7	2.59	4.41	19.4481	7.5089
46	37.8	8.2	67.24	1.7788
17	25.2	-8.2	67.24	2.6682
100	100	0	235.5322	16.1611

Where O= observed frequency, E= expected frequency

Calculated value= 84.3

Table value at 5% level of significance for degree of freedom at 4 is 9.24

**INFERENCE:**

Since the calculated value is higher than the table value, we accept the alternative hypothesis (i.e.) there is significant difference between experience of the employees and acceptance of suggestions of employees by the organization.

**AGE & SALARY SATISFACTION**

Age & Salary satisfaction	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
20-30	0	9	9	6	0	24
30-40	0	16	28	6	0	50
40-50	0	14	6	0	0	20
50+	6	0	0	0	0	6
Total	6	39	43	12	0	100

**Null hypothesis (Ho)** = There is no significant difference between age and salary satisfaction of employees.

**Alternate hypothesis (Ha)** = There is significant difference between age and salary satisfaction of employees.

O	E	O-E	(O-E) <sup>2</sup>	O-E <sup>2</sup> /E
6	6	0	0	0
9	9.36	-0.36	0.1296	0.013846
16	19.5	-3.5	12.25	0.628205
14	7.8	6.2	38.44	4.928205
9	12.66	-3.66	13.3956	1.058104
28	21.5	6.5	42.25	1.965116
6	8.6	-2.6	6.76	0.786047
6	5.46	0.54	0.2916	0.053407
6	9.12	-3.12	9.7344	1.067368
100	100	0	123.2512	10.5003

Where O= observed frequency, E= expected frequency

Calculated value= 10.5003

Table value at 5% level of significance for degree of freedom at 12 is 5.226029

**Ranking of opinion regarding organization's motivation techniques by the employees**

Sl.No	Opinion	Strongly Agree(5)	Agree(4)	Neutral(3)	Disagree(2)	Strongly Disagree(1)	Total	Weighted Average Score	Rank
1	Job security exists in the company	97	3	0	0	0	497	4.97	I
2	Good relationship with the co-worker	90	3	7	0	0	483	4.83	II
3	Good safety measures adopted in the company	81	12	2	5	0	464	4.64	III

**INFERENCE:**

Since the calculated value is higher than the table value, we accept the alternative hypothesis (i.e.) there is significant difference between age of the employees and their salary satisfaction.

**JOB SATISFACTION & FEEL OF IMPORTANCE**

JOB SATISFACTION & FEEL OF IMPORTANCE	DELIGHTED	SATISFIED	SOMEWHAT SATISFIED	DISSATISFIED	TOTAL
ALWAYS	0	7	0	0	7
OFTEN	0	22	8	0	30
SOMETIMES	0	17	34	6	57
NEVER	0	0	0	6	6
TOTAL	0	46	42	12	100

**Null hypothesis (Ho)** = There is no significant difference between employee's job satisfaction and their feel of importance in the organization.

**Alternate hypothesis (Ha)** = There is significant difference between employee's job satisfaction and their feel of importance in the organization.

O	E	O-E	(O-E) <sup>2</sup>	O-E <sup>2</sup> /E
7	3.22	3.78	14.2884	4.437391
22	13.8	8.2	67.24	4.872464
17	26.22	-9.22	85.0084	3.242121
8	18.3	-10.3	106.09	5.797268
34	23.94	10.06	101.2036	4.227385
6	13.8	-7.8	60.84	4.408696
6	0.72	5.28	27.8784	38.72
100	100	0	462.5488	65.70532

Where O= observed frequency, E= expected frequency

Calculated value= 65.70532

Table value at 5% level of significance for degree of freedom at 9 is 3.325113

**INFERENCE:**

Since the calculated value is higher than the table value, we accept the alternative hypothesis (i.e.) there is significant difference between employee's job satisfaction and their feel of importance in the organization.

4	Company recognizes and acknowledges your work	14 70	27 108	39 117	20 40	0 0	335	3.35	IV
5	Effective promotional opportunities in the company	12 60	25 100	29 87	34 68	0 0	315	3.15	V
6	Reasonable periodical increase in salary	2 10	13 52	79 237	6 12	0 0	311	3.11	VI

#### Ranking of satisfaction level opinion regarding financial and non financial motivating factors from the employees

Sl.No	Opinion	Highly Satisfied (5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Highly Dissatisfied (1)	Total	Weighted average score	Rank
1	Free canteen facilities	95 475	5 20	0 0	0 0	0 0	495	4.95	I
2	First aid and Hospital Facilities	36 180	28 112	42 126	8 16	6 6	440	4.40	II
3	Training, Counseling, & Development program.	16 80	34 136	32 96	15 30	3 3	345	3.45	III
4	Salary	6 30	39 156	43 129	12 24	0 0	339	3.39	IV
5	Overtime Salary	13 65	15 60	37 111	35 70	0 0	306	3.06	V
6	Increment, Gratuity, Insurance scheme	9 45	7 28	60 180	24 48	0 0	301	3.01	VI
7	Rate of bonus	0 0	26 104	49 147	22 44	3 3	298	2.98	VII
8	Dearness allowance	1 5	20 80	59 177	20 4	0 0	266	2.66	VIII
9	Transport Facilities	0 0	14 56	40 120	27 54	19 19	249	2.49	IX
10.	Loan or Borrowing Scheme.	0 0	0 0	61 183	20 40	19 19	242	2.42	X

**FINDINGS OF THE STUDY**

From the responses tabulated the following inferences are drawn:

- Majority of the employees in the organization ranges from 30-40 years of age.
- The male employees working in the organization are more than the female employees.
- Majority of the employees in the organization are married than the singles.
- Employees who have completed their Diploma or other courses are more than those who had done under graduation or post graduation.
- Most of the employees in the organization are below 5 yrs in the organization.
- Larger group of employees working in the organization are in the middle management than in the top and other management.
- Among all, free canteen facilities rank first in the satisfaction level of the employees.
- Loan or borrowing scheme ranked last in the satisfaction level of the employees.
- More than half of the employees agree that financial motivators are most important to motivate employees.
- Majority of the employees say that they sometimes only feel that they are an important factor of the organization.
- 87% of the employees strongly agree that motivation increases productivity.
- Almost all in the organization say that the company is very capable of settling down employees' complaints and problems.
- Most of the employees say that the working condition, proper supervision and established training motivate the employees to a large extent.
- Majority of the employees say that, they get extra task and that motivates them.
- 94% of the employees do not use the accommodation facilities that are available for the employees.
- 100% of the employees agree that de-promotion, suspension and dismissal of employees create a negative impact in the production.
- Free food and stay is the factor that motivates the employees the most.
- 45% of the employees say that continuous feedback from the manager sometimes motivates to perform better.
- 100% of the employees agree that the organization provides training program in a systematic manner and motivates to improve the efficiency.
- More than half of the employees have the opinion that their suggestions are not accepted and implemented.
- Most of the employees say that their job gives them a sense of self motivation.
- 59% of the employees say that motivation influence to accomplish the organization's goal.
- More than half of the employees agree that management is really interested in motivating the employees.
- 71% of the employees are satisfied in the motivation that the company provides.
- Majority of the employees say that there are opportunities in the organization for utilizing the skills, talents and abilities of the employees.
- 46% of the employees are satisfied in their works and it is found from the survey that no one is delighted with their works.
- Low salary is factor that de-motivates about 63% of employees.
- Job security ranked first in the ranking given by the employees in the survey.
- Giving reasonable periodical increase in salary ranked last in the rating given by the employees in the survey.
- 81% of the employees agree that there are good safety

measures adopted in the company, and it ranked third in the survey.

**SUGGESTIONS**

- The company can improve the transport facility provided to the employees. The management can invest certain amount in transport and fulfill employee needs. It improves productivity and on time on duty in the concern.
- The manager and superior should always motivate the employees to perform well.
- The organization can select the best performance for every year in which it will make the employee to perform well during the training period and during the work time.
- The management can provide more monetary incentives which motivate the employees more and should give a reasonable periodical increase in the salary.
- The manager should support the employees with feedback always regarding their performance in which the employees can correct their mistakes and they can perform well during the work time.
- The company should teach the employees how to measure their own performance thus increasing the self satisfaction in their jobs.
- The management should give more space for the employees to utilize their skills, talents and abilities.
- The management should clean up the canteen area and maintain cleanliness in order to get the maximum benefit out of the free food provided there.
- The company has to reorganize the borrowing scheme which they follow now for better advantage of the employees.
- The company can make the working environment better and pleasant than that of now.
- The company can adopt new motivational technique for the up gradation of the employees such as job enrichment, job enlargement, job rotation, and MBO (management by objectives).
- The employees had to be given more supervision, training & development program.
- The company has to improve its first-aid and hospital facilities better than the present condition.
- The company has to provide better accommodation facilities so that many more employees prefer using company's free accommodation facilities.
- Employees believe in financial motivation techniques, so the company has to concentrate on financial motivational techniques.

**CONCLUSION**

In this present situation, every organization should provide motivation to the employees. Providing motivation will help to increase the performance of an employees as well as the concern. Various factors influence employee's motivation such as salary, working conditions, training and job satisfaction.

Motivation is the ultimate function of many individual's attitude together. It is difficult to determine the relative importance of the factors influencing motivation as the importance varies with time and individuals. The employee motivation is the continuous process of the organization which plays a significant role in modern organization.

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