

Job Motivation and its Effects on Productivity in an Industrial Unit of Gujarat

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Motivation is one of the most important factors affecting human behavior and performance. This is the reason why managers attach great importance to motivation in organizational settings. Likert, R. (1961) has called motivation the core of management. Performance results from the interaction of physical, financial, and human resources. The first two are inanimate; they are translated into "productivity" only when the human element is introduced. The level of the performance of an employee is a function of his abilities and motivation. When there is a strong positive motivation, the employee's output increases; but when it is negative or weak positive motivation, the performance is low. Griffin and Gregory (2005) have stated, "The task of management is to arrange organizational conditions and methods of operation so that people can achieve their own goals best by directing their efforts toward organizational objectives", Nowadays many organizations have recognized the need and the importance of the human resource. If the human resources were motivated in the organization, they would work efficiently; one can say that "people" are the most important and valuable resources, every organization has in the form of its employees. Hence motivating the employees of the organization should be the area of concern. Dynamic people can build dynamic organizations. Effective people can contribute to the effectiveness of the organization. Competent and motivated people can make things happen and enable an organization to achieve its goal. Thus, the present researcher feels it important to survey and study how much the employees are motivated. Motivated employees could lead the organization to the path of development. The need to study job motivation is very important because it helps the management in getting the work done through people thereby achieving organizational goals. The present paper attempts to identify the various factors that are responsible for the motivation of the respondents.

The study design is exploratory as well as descriptive. Such study design is adopted as it allows studying various chosen areas in detail. Questions included in the questionnaire are close-ended. A five-point scale is used from strongly disagree to strongly agree. The sample size is 40 respondents composed of executives, engineers, supervisors, heads of department, and technical as well as non-technical staff. The structured questionnaire is used as the tool for the data collection by the researcher. The questionnaire contains both close-ended and open-ended questions.

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Social Background

The majority of employees are in the age group of 20-30 years (70%), while a little more than one-fourth (27.5%) of employees are in the age group of 30-40 years and only a few (2.5%) employees are in the age group of 40-50 years, which shows that a majority of employees is young. The majority of employees are male (95%) and the rest of them (5%) are female. Most of the employees have experience of 0-5 years (95%), Remaining 5% of employees have experience of 5-10 years and more. More than two-thirds (67.5%) of employees have total experience between 0-5 years and the rest of percentage employees have experience of above 5 years. The PRO-I (Production-1) department has the highest number of employees with 30%. While PRO-II has covered 17.5%; the IT department covered 7.5%; the Administrative department covered 10%, R&D 12.5%; QA 7.5%; and HR only 5%. Maintenance, Store, Safety, & Account have one employee each together count 2.5% of the whole.

The majority of employees were persons who performed at the Executive level (57.5%). Office staff, trainees, & operators each are 2.5% of the whole. Associate Executive, Sr. Executive, AGM-HR, officer-HR, supervisor, library assistant, C.O., and Safety officer employee count for 2.5% of the whole.

Attitude

It was found that the majority (42.5%) of them agreed and believed that better working conditions at work will increase efficiency while one-fourth (25.0%) of them strongly agree while more than one-fourth (27.5%) are neutral on this issue; and the rest of them, either disagree or strongly disagree on this issue. So there are very well working conditions at Sud-Chemie also which is increasing work efficiency. Adequate pay and perks develop a positive attitude among the majority. On this issue 42.5% are Neutral, 35.5% Agree, and 10.0% disagree. It was found that 40.0% of neutral agree that they know what is expected of them at work 35.0% of the total know this, 17.5% strongly know, and the rest of the respondents disagree on this point.

Job Motivation Factor

As far as job motivation is concerned, it was found that 35.0 % of employees are either neutral or agreed that their present job is challenging and gives them immense pleasure while only a few (8.0%) disagreed with this point. The majority (40.0%) of neutrals feel that their present job is according to their abilities. On the issue that they have worked as per their abilities 32.5% agreed, 4% strongly agreed, 12.5% disagreed and 5.0% strongly disagreed so. It was found that the majority of employees are neutral to the belief that job security will help increase motivation.

Group Related Factor

More than half (55.0%) of the employees feel the good, cooperative, and pleasant attitude of their colleagues gives them strength and high morale and only 10.0% disagree on this point, 35.0% of employees are neutral with colleagues give them enough chance to express their view in front of the boss; 27.5% agree with this statement and 17.5% strongly agree and 20.0% disagree on this point. It was found that the majority of the employees (42.5%) partially believe that employees from different departments work together as a team and support one another 25.0% agree and 15.0% strongly agree with this point. Some of the respondents disagree 12.5% and 5.0% strongly disagree.

Remuneration

It was found that 40.0% majority of employees feel that their present salary can fulfill their needs. The majority (40.0%) partially agree that job satisfaction is more important than monetary benefit and only 2.5% of respondents disagree with this statement. That was found that 37.5% believed that rewards are linked to performance but nearly 5.0% strongly disagreed with this statement.

Other Motivations Related to the Job

The majority (40.0%) of employees feel that the promotion policy is adequate in Sud-Chemie India compared with only 15.0% disagree with this so their policy is more effective toward employees. It was found that the majority of the employees 40.0% neutral with feel that there are suitable training programs themselves 32.5% agree 20.0% strongly agree and which is other respondents disagree with this point. My boss tries to de-motivate me by criticizing me when I can do work- on this statement 27.5% of employees partially agree but not much disagree above 22.5%.

Psychological Factor

It was found that 35.0% of neutral agree with employees with performance appraisal as a factor that motivates them to do better jobs, as well as 5.0%, disagree with this statement. 40.0% majority of employees feel that there is proper health and safety provision in Sud-chemie. It was found majority 47.5% agree it means feel that I get enough freedom and satisfaction at my work. It was found majority 45.0% partially agree that there are bright opportunities for my growth in Sud-Chemie India. Only 10.0% disagree with this statement.

Supervisor Relationship

The majority (45.0%) of employees feel that it is easy to approach the supervisor when they have any problem to a supervisor. The majority (47.5%) of employees think that their boss involves them in the decision that affects them while others neutral agree with 40.0%.

Working Conditions/Welfare Facilities

It was found that 42.5% majority of employees were happy and cheerful at work and ready to work when necessary. And only 2.5% strongly disagree with this statement. That was found mostly 47.5% agree, which means they are aware of the policies, and procedures as well and their work is so done in accordance with them. Only 2.5% strongly disagree. That was found majority 52.5% neutral and 20.0% strongly agree that contributed significantly at work to my satisfaction in the last six months.

Conclusion and Suggestions

Most of the employees' attitude toward working conditions is very good they believe that whatever they are getting is adequate for them and they are acquainted with what is expected work from them. The major job motivation factor is employees' present jobs because they are accepted as true about their job that is challenging for them. Employees consider their jobs as secure and it gives motivation toward work. The employee obtains enough cooperation from their colleagues, boss, and overseer. Employees are getting sufficient chances to express their views in front of

everyone. Employees are obtaining enough remuneration although they cannot fulfill their all needs. Almost all employees believe that job satisfaction is more important than money. Employees are more believe in the linkage reward system to performance. Employees are getting as much as necessary promotion, salary, and training. Employees have enough experience themselves their motivation high. Employees believe that performance appraisal, care of health and safety and freedom to work bright opportunities, good relations with the boss all give psychological motivation to achieve the task. The majority of the employee are satisfied with their working condition, welfare facility, and organization's rules and regulations which affect their productivity.

Based on the present study following suggestions can be made: 1. Try to make a friendly culture which more benefits employees who perform bottom level to explain creative ideas, new thought which help to more productivity in a limited time themselves friendly relationship develops trust between employees and employers; 2. To maintain and get better the attitude of the employees of the organizations, organizations now concentrate on technical training themselves and should focus more on psychological and behavioral training; 3. To sustain a good motivation level in the organization balanced job security should be provided but not in much excess terms because security may lead to lazy work of the employees; 4. To give the right of way to employees' requests the factors should be determined by the organization what kind of changes employees want in the wage policy; 5. For the challenging task, gives the opportunity different types of experiments and gives a chance to make the right decision which is beneficial to coming out new product; 6. Promotion should provide complete freedom to make self-decisions by the employees. To allow employees to advise in positive terms for change salary structure. It will help employees be more motivated to give such type of innovative ideas; 7. To sustain the abilities and competency of the employees of the organization, the organization should arrange proper guidance for those who want to improve more; 8. To make a perfect Induction program and code of conduct program, it is easy to explain company policies and rules & regulations; 9. It should give adequate facilities and such type of benefit when an employee working after done his working hours so that employee concerned on performance; and 10. There are more important relationships between supervisor and their employee so they should develop understanding and try to improve communication skills.

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