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Motivation and its outcomes in manufacturing industry

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ABSTRACT

“Motivation is a process of channeling a person’s inner drives so that, wants to accomplish the goals of the organization”. Motivation is the willingness to do something and is conditioned by this action’s ability some need for the individual. To motivate means to provide an employee with his own generator to provide a goal – directed behavior. A motivated employee does not see outside stimulation again and again. His battery does not need to be charged repeatedly. He is driven from forces within him and outside research tool applied on this research is questionnaire. The primary data collected using structured questionnaire. Questionnaire constructed according to procedure in such a way to gather all information regarding the opinion of employees. Descriptive research technique was adopted in this project. Generally, descriptive studies are designed to describe something and it is needed to collect data for a definite purpose.

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Introduction

Individuals differ in their motivation

The view point that there is only one ‘economic drive, which determines behavior, is untenable. The goals to which an individual aspires are many and so are his motivations. This is well illustrated by an oft-quoted story. There were three men and said to the first man, “My friend, what are you doing?” “Me what I am doing? I am working for 10 shillings a day”. He went to the next man and put him the same question, the second man said “me what I am doing? I am squaring this stone; I have to make edge absolutely straight”. The stranger walked to the third man and repeated the same question. The third man replied, “me what I am doing?” you see that cathedral up there; I am helping to build that. Is not it great?” in this story the major source of satisfaction to the first man was the wages he earned. The job itself contributed very little. But job itself was the outstanding source of satisfaction to the second man. The third viewed the completion of his group goal the building of the cathedral as his primary source of satisfaction.

Sometimes the individual himself is unaware of his motivation

Freud uncovered this phenomenon while analyzing his critical attainments. He found that in many ways is like an iceberg. Only a small part is conscious and visible, the rest is beneath the surface, which is unconscious motivation. The presence of this explains why man cannot always verbalize his motivation. The presence of this explains why man cannot always realize his motivation to attain certain goals or even tell what his goals. An example can be drawn from the famous Hawthorne experiment one worker explained to her counselor about her foreman. Later on, it was found that the reason why she disliked her foreman with the result that she had unconsciously transferred to her remains the unfavorable characteristics of her stepfather.

Motivation Change

Motivation of each individual change from time to time even though may continue to behave in the same way. For example, a temporary worker may produce more in the

beginning to become permanent. When made permanent he may continue to produce more this time to get promotions, and so on.

Motivations are expressed differently

The ways in which needs are eventually translated in to actions also vary considerably between one individual with a strong security need may “play it safe” and avoid accepting responsibility for fear of failing and being fired. Another individual with the same security need may shed out responsibility for fear of being fired for low performance.

Motivation is complex

It is difficult to explain and predict the behavior of an individual. The introduction of an apparently favorable motivational device may not necessarily achieve the desired ends if it brings opposing motives in to play. In a factory when a blue green lighting was introduced to reduce eye strain, the output of men workers increased but that of women workers decreased, on investigation it was found that the later disliked the change in lighting because they felt that the new type of lighting had made them look “simply ghastly”.

Motivation Theories

Maslow’s Need Hierarchy Theory

1. Physiological needs
2. Safety and security needs
3. Social needs
4. Esteem needs
5. Self actualization needs

The drive to become what one is capable of becoming includes growth, achieving one’s potential and self fulfillment. As each of these needs become substantially satisfied, the next need becomes dominant from the stand point of motivation, the theory would say that, although no need is ever fully gratified, a substantially satisfied need no longer motivates Maslow separated the five needs in to higher and lower levels. Physiological and safety needs were described as lower order need and social esteem, self actualization as higher order needs. The differentiation between the two orders was made on the premise that higher order levels are satisfied internally, whereas lower order needs are predominantly satisfied externally.

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Regor's theory x and theory y:

After viewing the way managers dealt with subordinates. Douglas McGregor concluded that a manager's view of human nature is based on one of two sets of assumptions about people, and that manager's tend to mould their behavior towards subordinates, according to which set of assumptions they hold. The first set of assumptions, basically negative, which McGregor labeled theory 'x' and second basically positive he labeled as theory 'y'. Under theory x, the manager holds four assumptions employees inherently dislike work and whenever possible, will attempt to avoid it. Since employees dislike work, they must be coerced, controlled or threatened with punishment will shirk responsibilities and seek formal direction whenever possible.

Herzberg's Two Factor Theory

In the two factor theory theory, he states two factors that are maintenance of hygiene factors and motivators or satisfiers.

- fair company policy and administration
- a supervisor who knows the work
- a good interpersonal relationships with supervisor, peers and subordinates
- a fair salary
- job security
- good working conditions
- strategies to build high levels of motivation
- their absence do not result strong dissatisfaction
- opportunity to accomplish something significance
- opportunity to grow and develop on the job
- chance for increase responsibility
- the job itself give motivation

Creating Proper Motivation Climate

1. create conditions where workers emergencies are not explained totally in meeting their basic needs
2. create a climate for interdependent work rather that dependence
3. create a competitive climate through recognition of good work
4. create a productive climate through personal examples
5. create a climate of approach and problem solving rather that avoidance

Review of literature:

Hersberg (1968), influenced by both Maslow and McGregor, posited his own theory of motivation called the motivation-hygiene theory. In this, he describes two dimensions of conditions: motivators and hygiene factors. Motivators, akin to Maslow's higher-level needs, are what lead to job satisfaction and are associated with the nature of the work itself: achievement, recognition, responsibility and growth. Motivators are intrinsic factors which lead to job satisfaction. On the other hand, hygiene factors, associated with Maslow's lower-level needs, do not lead necessarily to motivation or satisfaction, but rather are extrinsic and simply reduce job dissatisfaction. Examples of hygiene factors include: company policy and administration, supervision, relationships with supervisors, and work conditions.

Clayton Alderfer (1972), influenced by Gordon Allport (1960, 1964) was an American psychologist who simplified Maslow's hierarch of needs into three categories: existence, which included Maslow's physiological and safety needs; relatedness, which included love and esteem; and growth, which included self-actualization. Abbreviated simply as ERG, Alderfer saw his three categories more as a continuum rather than a strict hierarchy (Alderfer, 1969). The ERG theory allows

for different people to pursue their needs in a subjective order and possibly simultaneously.

Ryan and Deci (2000) outlined three : autonomy, competence and relatedness. Nohria, Lawrence, and Wilson (2002) have borrowed from sociobiological theory and outlined four basic needs: (1) acquire objects and experiences, (2) long-term bonding with others, (3) learning and understanding of the world, and (4) defense from harm. Psychologist Steven Reiss (2004) has even outlined a model of motivation that includes 16 motivating desires: power, independence, curiosity, acceptance, order, saving, honor, idealism, social contact, family, status, vengeance, romance, eating, physical exercise, and tranquility.

Objectives of the study

- 1) To study about various factors which determines the motivation of the employees
- 2) To evaluate the opinion of the employees about the factors such as promotion policy, working condition, welfare facilities etc.,
- 3) To evaluate the opinion of the employees to find out the degrees of employees motivation
- 4) It study the opinion of the employees and their suggestions to improve motivation. To give suggestions to the management for improving the motivation of their employees from the findings of the study.

Scope of the study

Researcher conducted the survey for one month. In order to find meaningful and concentrated study on the subject, the survey should be conducted through out Coimbatore area wherever the company products are available but time duration is limited so the study conducted only in Coimbatore.

Limitations of the study

- The study is limited in the company itself.
- The study based on the information provided by the employees. Therefore the personal bias of the employees is also limitation.

Research Design

Research design is purely and simply the framework or plan for the study that guide for the collection and analysis of the data. The function of research design is to ensure that the required data are collected accurately and economically. Descriptive research technique was adopted in this project. Generally, descriptive studies are designed to describe something and it is needed to collect data for a definite purpose. The descriptive study designed to study on motivation of employees in manufacturing company. The researcher has used different statistical tools for analyzing and interpreting the data. Percentage analysis method, chi-square method and Mann Whitney U – test.

Analysis and Interpretation

Table: 1, Table showing employees Age, Gender and Marital Status

particulars	Years	Frequency	Percentage
Age	<30 years	55	61.1
	31-40years	22	24.4
	41-50years	12	13.3
	>50years	1	1.1
Gender	Male	76	84.4
	Female	14	15.6
Marital status	Married	68	75.6
	Unmarried	22	24.4

Table 2:

Null hypothesis (ho):

There is no significant difference between the factors and the marital status in the manufacturing company.

Alternative hypothesis (h1)

There is significant difference between the factors and the marital status in the manufacturing company.

FACTOR	MARTIAL STATUS		TOTAL
	MARRIED	SINGLE	
Excellent	16	15	31
Good	53	9	62
Fair	4	3	7
Poor	0	0	0
Very poor	0	0	0
TOTAL	73	27	100

To Calculate the Tabulated Chi – Square Value:

$$\begin{aligned} \text{Degree of Freedom} &= (R - 1) \times (C - 1) \\ &= (5 - 1) \times (2 - 1) = 4 \\ \text{Level of Significance} &= 5\%, \text{ i.e., } 0.05 \\ \text{Table Value} &= 12.989 \end{aligned}$$

Interpretation:

At 5% level of significance and 4 degree of freedom the computed value of Chi – Square is 48.87, and the table value is 12.989, the computed value is greater than the table value, hence the hypothesis is rejected.

Table: 3**Null hypothesis (ho):**

There is no significant difference between the job rotation and the job enrichment the manufacturing company

Alternative hypothesis (h1)

There is significant difference between the job rotation and the job enrichment the manufacturing company

To Calculate the Tabulated Chi – Square Value:

$$\begin{aligned} \text{Degree of Freedom} &= (R - 1) \times (C - 1) = (5 - 1) \times (5 - 1) = 16 \\ \text{Level of Significance} &= 5\%, \text{ i.e., } 0.05 \\ \text{Table Value} &= 14.266 \end{aligned}$$

Interpretation:

At 5% level of significance and 4 degree of freedom the computed value of Chi – Square is 48.87, and the table value is 14.266, the computed value is greater than the table value, hence the hypothesis is rejected.

Table 4:**Null hypothesis (ho):**

There is no significant difference between the Canteen facility and the drinking water facility in the manufacturing company.

Alternative hypothesis (h1):

There is significant difference between the Canteen facility and the drinking water facility in the manufacturing company.

$$\text{Total ranks of Usage Rate (R1)} = 25$$

$$\text{Total ranks of Factors (R2)} = 30$$

Formula:

$$\begin{aligned} U_1 &= [n_1 n_2 + n_1(n_1+1)/2] - R_1 \\ U_2 &= [n_1 n_2 + n_2(n_2+1)/2] - R_2 \end{aligned}$$

Here,

$$n_1 = 5 \quad n_2 = 5$$

$$U_1 = [n_1 n_2 + n_1(n_1+1)/2] - R_1 = [5 \times 5 + 5(5+1)/2] - 25 = 15$$

$$U_2 = [n_1 n_2 + n_2(n_2+1)/2] - R_2 = [5 \times 5 + 5(5+1)/2] - 30 = 10$$

U is the lowest value of U_2 and U_1

Hence, $U = 12$ (Calculated Value)

$$\text{From the above table, } n_1 = n_2 = 5$$

$$\text{Table Value of 5} = 2.$$

$$\text{Calculated Value} = 10$$

$$\text{Level of Significance} = 5\%, \text{ i.e., } 0.05$$

$$\text{Table Value} = 2$$

Interpretation:

At 5% level of significance the computed value of Mann Whitney U Test is 10, and the table value is 2, the computed value is greater than the table value, hence the null hypothesis is rejected.

Findings

➤ 40% of the Respondents highly agree that job rotation motivate for employees

➤ 49% of the Respondents satisfied about the wages.

➤ 57% of the Respondents are satisfied on the working hours/shift timings.

➤ 38% of the Respondents opinions are excellent in resolving conflict procedures inside the organisation.

➤ 10% of the Respondents opinions are low level in training and development policy adopted in the organization.

➤ 43% of the Respondents are satisfactory level in safety measures in their company.

➤ Majority of the Respondents (58%) opinioned that welfare facilities good in the organization.

➤ Most of the Respondents (57%) are satisfied with their canteen facility in the organization

➤ Most of the Respondents (51%) opinioned that relationship with others helps to retain talent

Recommendation:

1) Collective bargaining is procedures by which both the management and the employees try to build up a interest to work in the organization. So the management has to be good collective bargaining procedure to build up a good working condition.

2) Though the present suggestion scheme provided by the organization is got only a fair opinion from the employees. So taking this factor management has to draft new procedures for making the suggestion scheme more effective.

3) With regard to the welfare facilities the organization has to provide loans for building company quarters, which may result good motivation among them.

4) The organization should show interest and recreation facilities which when discussing us the employees where found to be lacking behind.

Conclusion

In the ending note of my research study I am confident to say that the study gave me the opportunity for analyzing the employees' motivation of manufacturing company.

This particular study helps me a lot to prepare questions with the clear cut objectives.

Organization develops only when people develop and for this, motivation becomes an important contributing factor with regard to Most of the motivation factors such as working condition, wages, etc, are favorable towards the employees except for few a factors like promotion policy, collective bargaining suggestion scheme, welfare facilities, communication process, grievance redressal and recreation therefore from the study, it is obvious that the factors provided by manufacturing company has contributed towards a favorable motivation. I have understood our research study is to be conducted and prepare the comprehensive report so on and so far.

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Table 2

CELL	O	E	O-E	(O-E) ²	(O-E) ² /E
R1 C1	16	22.63	-6.63	43.9569	1.94241715
R1 C2	15	8.37	6.63	43.9569	5.25172043
R2 C1	53	45.26	7.74	59.9076	1.32363235
R2 C2	9	16.74	-7.74	59.9076	3.57870968
R3 C1	4	5.11	-1.11	1.2321	0.24111546
R3 C2	3	1.89	1.11	1.2321	0.65190476
R4 C1	0	0	0	0	0
R4 C2	0	0	0	0	0
R5 C1	0	0	0	0	0
R5 C2	0	0	0	0	0
TOTAL	100	100	0		12.9894998

Table 3

JOB ROTATION	JOB ENRICHMENT					TOTAL
	Highly agree	Agree	Moderate	Disagree	Highly disagree	
Highly agree	17	22	1	0	0	40
Agree	26	31	1	0	0	58
Moderate	0	1	1	0	0	2
Disagree	0	0	0	0	0	0
Highly disagree	0	0	0	0	0	0
TOTAL	43	54	3	0	0	100

CELL	O	E	O-E	(O-E) ²	(O-E) ² /E
R1 C1	17	17.2	-0.2	0.04	0.002
R1 C2	22	21.6	0.4	0.16	0.007
R1 C3	1	1.2	-0.2	0.04	0.033
R1 C4	0	0	0	0	0
R1 C5	0	0	0	0	0
R2 C1	26	24.94	1.06	1.123	0.045
R2 C2	31	31.32	-0.32	0.102	0.003
R2 C3	1	1.74	-0.74	0.547	0.314
R2 C4	0	0	0	0	0
R2 C5	0	0	0	0	0
R3 C1	0	0.86	-0.86	-0.739	-0.86
R3 C2	1	1.08	-0.08	-0.006	-0.005
R3 C3	1	0.06	0.94	0.883	14.726
R3 C4	0	0	0	0	0
R3 C5	0	0	0	0	0
R4 C1	0	0	0	0	0
R4 C2	0	0	0	0	0
R4 C3	0	0	0	0	0
R4 C4	0	0	0	0	0
R4 C5	0	0	0	0	0
R5 C1	0	0	0	0	0
R5 C2	0	0	0	0	0
R5 C3	0	0	0	0	0
R5 C4	0	0	0	0	0
R5 C5	0	0	0	0	0
TOTAL	100	100		2.151	14.266

Table 4

S.NO	LEVEL OF SATISFACTION	CANTEEN FACILITY	DRINKING WATER FACILITY
1	Highly satisfied	41	39
2	Satisfied	58	57
3	Neither satisfied nor dissatisfied	1	4
4	Dissatisfied	0	0
5	Highly dissatisfied	0	0

Calculations:

usage value	U1 RANKS	Factors	U2 RANKS
41	3	39	4
58	1	57	2
1	5	4	6
0	7	0	8
0	9	0	10