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A Study on Motivational Factors Affecting Employee's Work Performance at Greaves Cotton Limited, Ranipet, Tamil Nadu

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Abstract: *Motivation is a factor which makes an individual to proceed the same actions repeatedly with a reason of accomplishment of a task. This can be in terms of words, rewards in financial terms or in non-financial terms. Motivational factors are there for the individual with respect to their profession. All these factors has raised up from the theories of Motivation. Based on factors of two such theories namely, Herzberg's theory and Vroom's Expectancy Theory, This research was conducted. The research investigates to find out which are the motivational factors that are related to financial rewards and non-financial rewards. The collected data were tabulated, coded, analyzed using descriptive statistics and SPSS tools like Chi-Square test, One Way ANOVA, T-Test, Mean, standard deviation and frequency tabulation.*

Keywords : *Motivation, Work performance, Herzberg's theory and Vroom's Expectancy Theory.*

I. INTRODUCTION

Motivation is like a compliment rather than a compensation. It also acts as an agent or force used accordingly, by the superiors which multiplies the work performance of the employees. This is not a mandatory factor but an essential factor whose presence raises the work performance whereas, the absence of motivation doesn't result in consistent productivity range. Even the birds need a push from their elder ones to fly at beginning stage so, it is good to motivate the employees by their superiors for their satisfaction and involvement in workplace. Simultaneously, the organizational goals also get fulfilled if they are backed up by the factors called motivational factors. This study has taken the factors which were already evolved in theories like Herzberg's theory and Vroom's Expectancy theory.

II. REVIEW OF LITERATURE

S. K. Srivastava et.al, (2011) in their study explores the role of motivation in higher productivity. The study states that individuals are motivated to perform well when their work is meaningful and also influences the outcomes of their assigned tasks. They suggested that instead of making the employees to move only with achievements and accomplishments, they can use positive reinforcement and promote healthy work environments.

Samira Al Jasmi (2012) conducted a study whose aim was to assess the role of work motivation on employee performance. The study used deductive approach where a qualitative survey was carried out keeping the students of Umea Business School (USBE) as respondents who are assumed to be future employees. The survey intended to pick up the best motivational factor among a list of ten motivational factors. The most ranked factor was job satisfaction. However the previous researches which paved the path to this study showed different results which is obviously correct. As, preference to a factor keeps changing from one person to another with reference to his or her changes in life and their respective environment. M. Sudheer Kumar et.al, (2011) in their study relate job satisfaction and motivational factors of the employees. The study portrays that there exist a significant difference between public and private employees's perspectives referring motivational factors. Effective cognitive and behavioral elements vary with reference to their depth and consistency of action from one to another individual which denotes that, only when the basic needs are fulfilled, satisfaction and motivation derives within the employees.

Mohammad Saeid Aarabi et.al, (2013) in their study used dependant variable as job performance. Whereas the independent variables were motivational factors such as payment, job security, promotion, etc. These factors were classified into intrinsic and extrinsic motivational factors. The finding of the research was that intrinsic motivational factors gained more importance than extrinsic motivational factors. Suppatra Kanchanopast (2013) in her study revealed that majority of the respondents were female with almost 15 years of work experience. Their motivation were high working motivation and high job performance effectiveness.

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The working motivation included responsibility, working conditions, supervision and interpersonal relations with the supervisors, and some more factors like opportunity for development, progression in work, management policy, etc., Work motivation factors had an effect in parallel with job performance of the employees.

Ovidiu-Iliuta Dobre (2013) aims to analyze the factors of employee motivation that leads to high levels of organizational performance. When job absenteeism increase, the employees obviously move to the firms of the competitors as they get fascinated by their strategies. Attitudes and desires of each individuals vary from one another so, the motivational factors should be raised keeping in mind of different minded people. For example, one may consider the higher commission as the motivational factor whereas other person may consider the job satisfaction or better working environment as a good motivational factor. Seyed Abdol Rasoul Hosseini (2014) examined the factors affecting the motivation of bank employees in Arsanjan. The collected data were analyzed using Pearson Correlation Coefficient. The result was that there is a significant relation between social needs, job interest, self-efficacy, satisfaction, communication skills, job promotion, power, physiological needs, wages, and job motivation. The social needs was the highest ranked factor in predicting job motivation. Belly Onanda (2015) envisages the effect of employee motivation on Organizational performance of selected 7 KCB Branches Mombasa Country. KCB takes lots of measures in motivating the employees but while implementing those measures they face challenges to persist. However, the motivated employees under any conditions doesn't decrease their work performance. This study concluded that there must be great strides to motivate all Staff to enhance performance.

Osabiya et.al, (2015) seeks to explore the factors that affect construction worker's motivation and their respective effect of the identified motivational factors on worker's performance and overall productivity. The survey revealed that there is significant relations between motivation of the employees and their productivity. The study used ten critical factors which included communication, love and belongingness, opportunity to undertake challenging task, identification with goal, teamwork, work based on contract, supervision and overtime.

III. OBJECTIVES

To assess the motivational factors that brings the best out of employee's performance.

To find out how the financial rewards and non-financial rewards affects work performance of employees with regards to motivation.

To analyze the level of satisfaction of employees in case of their motivation by their superiors.

IV. HYPOTHESIS OF THE STUDY

H1 : There is a significant relation between the educational qualification of the employees with their preference to job satisfaction as a motivational factor.

H2 : There is a significant relation between the experience of the employees with their preference to promotions as a motivational factor.

H3 : There is a significant relation between the educational qualification of the employees with their preference to Management styles as a motivational factor.

H4 : There is a significant relation between the experience of the employees with their preference to Interpersonal relations as a motivational factor.

H5 : There is a significant relation between Gender and Achievement as a motivational factor of the employees.

H6 : There is a significant relation between the experience of the employees with their preference to Good salary as a motivational factor.

H7 : There is a significant relation between the educational qualification of the employees with their preference to Advancement in technology as a motivational factor.

H8 : There is a significant relation between the Promotion as a motivational factor and the Car loan which is a financial reward simultaneously acting as a motivating factor.

H9 : There is a significant relation between the Management style as a motivating factor and the Increment which is a financial reward simultaneously acting as a motivating factor.

H10 : There is a significant relation between the Job satisfaction as a motivating factor and the Performance appraisal which is a non-financial reward simultaneously acting as a motivating factor.

H11 : There is a significant relation between the Interpersonal relations as a motivating factor and the career guidance which is a non-financial reward simultaneously acting as a motivating factor.

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H12 : There is a significant relation between the Gender and Team spirit as a motivational factor of the employees.

V. CONCEPTUAL FRAMEWORK

The root of this paper is from the concepts of Herzberg's Motivation Hygiene theory and Vroom's Expectancy theory. Hygiene theory states that, there are certain factors essential to workplace without which the workers become dissatisfied which is termed as dissatisfiers or maintenance factors or hygiene factors. The other set of factors that motivates the employees for superior performance with satisfaction is termed as Motivational factors.

Vroom's Expectancy theory envisages about Valence referring rewards, expectancy referring supervision and Instrumentality referring the fulfillment of the employee's goals by their management.

VI. RESEARCH METHODOLOGY

The study is a research of descriptive type. The main tool of the research is the use of self-administrated questionnaire. The respondents were the employees of Greaves Cotton Limited of Vellore District. The sample size is about 120 employees of the Greaves cotton Limited.

The sampling method used was Stratified random sampling. In this research descriptive statistics were used. The tools used for analyzing the data were frequency tabulation, mean, standard deviation, T test, Chi square test and One way ANOVA.

VII. FINDINGS AND IMPLICATIONS

The results shows that out of 120 respondents, males were 65%(n=78) and females were 35%(n=42). In case of educational qualification of the employees 38%(n=46) of respondents have completed Degree, 26%(n=31) of respondents completed their Post-Graduation, and 17%(n=21) of respondents did their Diploma. The Remaining 18%(n=22) of respondents fall under category others. 28%(n=34) of them have 10 to 15 years of experience in Greaves, 43%(n=51) of them possess 5 to 10 years of experience, 18%(n=21) of them are with 0 to 5 years of experience and only 11%(n=14) of respondents are with 15 to 20 years of experience in Greaves, whose mean is 2.34 and standard deviation is .902. 48% of the respondents are married ones and 51% of them are people with status single.

Table 1(a). shows Chi-Square test where the null hypothesis is rejected. Since p value is lesser than or equal to 0.05($0.052 \leq 0.05$). Hence H1 is accepted so it is implicit that, job satisfaction is a motivational factor which has a significant relation with the educational qualification of the employees.

Table 2(a). shows Chi-Square test where the null hypothesis is rejected. Since p value is lesser than 0.05($0.04 < 0.05$). Hence H2 is accepted obviously, Promotion also becomes a motivational factor which has a significant relation with the experience of the employees.

Table 3(a). shows Chi-Square test where the null hypothesis is rejected. Since p value is lesser than 0.05($0.02 < 0.05$). Hence H3 is accepted so, Management styles also serves as a motivational factor and also has a significant relation with the educational

Table 4(a). shows Chi-Square test where the null hypothesis is rejected. Since p value is lesser than 0.05($0.023 < 0.05$). Hence H4 is accepted proving Interpersonal relations as a motivational factor which has a significant relation with the educational qualification of the employees.

Table 5 shows Independent samples Test where p value is greater than 0.105($0.105 > 0.005$). Hence null hypothesis is accepted and H5 is rejected stating that achievement is not a motivational factor which has no relation with the gender of the employees.

Table 6(a). shows Chi-Square test where p value is lesser than or equal to 0.05($0.05 \leq 0.05$). Hence H6 is accepted considering Good salary as a motivational factor also has a significant relation with the experience of the employees.

Table 7(a). shows Chi-Square test where null hypothesis is rejected. Since p value is lesser than or equal to 0.05($0.05 \leq 0.05$). Hence H7 is accepted, ultimately Advancement in technology also motivates the employees for better work performance and is also significantly related with the educational qualification of the employees.

Table 8(a). shows One Way ANOVA where null hypothesis is rejected accepting H8. Since p value is lesser than 0.05($0.035 < 0.05$). Obviously Car loan, a financial reward is related with Promotions, a motivational factor.

Table 9(a). shows One Way ANOVA where null hypothesis is rejected in turn, H9 is accepted. As p value is lesser than 0.05($0.007 < 0.05$). Hence there is a relation between Management style, a motivational factor and the Increment, a Financial reward.

Table 10 shows Correlation where both Job satisfaction, a motivational factor has positive correlation with Performance Appraisal, a non financial reward. This shows that these two variables are directly proportional to each other. Finally H10 is also accepted.

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Table No.11 shows Correlation where Interpersonal Relations, a motivational factor has positive correlation with Career Guidance, a non financial reward. However H11 is accepted. Hence, this denotes that these two variables are directly proportional to each other.

Table No. 12 shows Independent sample T-Test where p value is greater than 0.314($0.314 > 0.005$). Null hypothesis is accepted rejecting H12. So it implies that there is no significant relationship between Gender and team spirit.

Table No. 1 Cross tabulation Educational qualification * Promotions

Educational Qualification		Promotions / Expectations				Total
		Very Good	Good	Neutral	Very Bad	
Diploma	Count	2	13	6	0	21
	Expected Count	2.8	15.2	2.8	0.2	21.0
Degree	Count	4	39	3	0	46
	Expected count	6.1	33.4	6.1	0.4	46.0
Post graduate	Count	7	19	5	0	31
	Expected Count	4.1	22.5	4.1	0.3	31.0
Otheer	Count	3	16	2	1	22
	Expected Count	2.9	16.0	2.9	0.2	22.0
Total	Count	16	87	16	1	120
	Expected Count	16.0	87.0	16.0	1.0	120.0

Table No. 1 (a) Chi – Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.971	9	0.092
Likelihood Ratio	13.181	9	0.155
Linear by Linear Association	0.282	1	0.595
No. of Valid Cases	120		

Table No. 2 Cross Tabulation Experience in Greaves*Promotions / Expectations

Experience		Promotions/Expectations				Total
		Very Good	Good	Neutral	Very Bad	
0 to 5 Years	Count	5	10	6	0	21
	Expected Count	2.8	15.2	2.8	0.2	21.0
5 to 10 Years	Count	3	47	1	0	51
	Expected Count	6.8	37.0	6.8	0.4	51.0
10 to 15 Years	Cou2 (nt	4	23	6	1	34
	Expected Count	4.5	24.7	4.5	0.3	34.0
15 to 20 Years	Count	4	7	3	0	14
	Expected Count	19	10.2	1.9	0.1	14.0
Total	Count	16	87	16	1	120
	Expected Count	16.0	87.0	16.0	1.0	120.0

Table No. 2 (a) Chi – Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.248	9	0.004
Likelihood Ratio	25.784	9	0.002
Linear by Linear Association	0.028	1	0.866
No. of Valid Cases	120		

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Table No. 3 Cross Tabulation Educational Qualification* Management Styles

Educational Qualification		Management Styles			Total
		Very Good	Good	Neutral	
Diploma	Count	6	7	8	21
	Expected Count	9.3	7.2	4.6	21.0
Degree	Count	30	9	7	46
	Expected Count	20.3	15.7	10.0	46.0
Post Graduate	Count	13	14	4	31
	Expected Count	13.7	10.6	6.7	31.0
Other	Count	4	11	7	22
	Expected Count	9.7	7.5	4.8	22.0
Total	Count	53	41	26	120
	Expected Count	53.0	41.0	26.0	120.0

Table No. 3 (a) Chi – Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.400	6	0.002
Likelihood Ratio	20.834	6	0.002
Linear by Linear Association	0.721	1	0.396
No. of Valid Cases	120		

Table No. 5 Independent Sample Test Achievement and Gender of the Employees

		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Achievement	Equal variances assumed	2.667	0.105	2.404	118	0.018	0.338	0.140
	Equal variances not assumed			2.472	91.031	0.015	0.338	0.137

Table No. 6 Cross Tabulation Experience *Good Salary

Experience		Good Salary			Total
		Very Good	Good	Neutral	
0 to 5 Years	Count	8	5	8	21
	Expected Count	4.9	6.5	9.6	21.0
6 to 10 Years	Count	9	11	31	51
	Expected Count	11.9	15.7	23.4	51.0
11 to 15 Years	Count	7	14	13	34
	Expected Count	7.9	10.5	15.6	34.0
16 to 20 Years	Count	4	7	3	14
	Expected Count	3.3	4.3	6.4	14.0
Total	Count	28	37	55	120
	Expected Count	28.0	37.0	55.0	120.0

Table No. 6 (a) Chi – Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.555	6	0.051
Likelihood Ratio	12.375	6	0.054
Linear by Linear Association	0.435	1	0.509
No. of Valid Cases	120		

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Table No. 7 Cross Tabulation Educational Qualification * Advancement in Technology

Educational Qualification		Advancement in Technology			Total
		Very Good	Good	Neutral	
Diploma	Count	6	8	7	21
	Expected Count	8.9	6.7	5.4	21.0
Degree	Count	21	12	13	46
	Expected Count	19.6	14.6	11.9	46.0
Post Graduate	Count	20	10	1	31
	Expected Count	13.2	9.8	8.0	31.0
Other	Count	4	8	10	22
	Expected Count	9.4	7.0	5.7	22.0
Total	Count	51	38	31	120
	Expected Count	51.0	38.0	31.0	120.0

Table No.7 (a) Chi – Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.520	6	0.005
Likelihood Ratio	22.075	6	0.001
Linear by Linear Association	0.013	1	0.909
No. of Valid Cases	120		

Table No. 8 One Way Descriptive Car loans* Promotions

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max
					Lower Bound	Upper Bound		
Very Good	16	1.750	0.447	0.111	1.511	1.988	1.00	2.00
Good	87	1.965	0.416	0.044	1.876	2.054	1.00	3.00
Neutral	16	1.937	0.573	0.143	1.631	2.243	1.00	3.00
Very Bad	1	3.000					1.00	3.00
Total	120	1.941	0.454	0.041	1.859	2.0238	1.00	3.00

Table No. 8 (a) One Way ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.758	3	0.586	2.976	0.035
Within Groups	22.834	116	0.197		
Total	24.592	119			

Table No. 9 One Way Descriptive Increment & Management Style

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max
					Lower Bound	Upper Bound		
Very Good	53	2.434	0.720	0.099	2.235	2.632	1.00	3.00
Good	41	1.975	0.821	0.128	1.716	2.234	1.00	3.00
Neutral	26	1.961	0.823	0.161	1.628	2.294	1.00	3.00
Total	120	2.175	0.806	0.073	2.029	2.320	1.00	3.00

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Table No. 9 (a) One Way ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.369	2	3.184	5.251	0.007
Within Groups	70.956	117	0.606		
Total	77.325	119			

Table No. 10 Correlations

		Performance Appraisal	Job Satisfaction
Performance Appraisal	Pearson Correlation	1	0.090
	Sig (2- tailed)		0.330
	N	120	120
Job Satisfaction	Pearson Correlation	0.090	
	Sig (2- tailed)	0.330	
	N	120	120

Table No. 11 Correlations

		Career Guidance	Interpersonal Relations
Career Guidance	Pearson Correlation	1	0.079
	Sig (2- tailed)		0.394
	N	120	120
Interpersonal Relations	Pearson Correlation	0.079	
	Sig (2- tailed)	0.0394	
	N	120	120

Using Frequency tabulation it was found that 68% of them are highly satisfied regarding Appreciation by their supervisors.63% of them are satisfied in case of Trust with respect to their supervisors. 26% of them are satisfied with the respect by Supervisor.35% of them are satisfied with regards to fulfilling of expectations by Supervisors. 6% of them are dissatisfied in case of their recognition by supervision.

VIII. SUGGESTIONS

The study can be carried out with regards to financial rewards and non-financial rewards as they have influence on their motivation in turn, their work performance also. Based on the result the rewards can be revised which would satisfy the employees and helps in retaining in the organization.

The study about the desire of the employees regarding their career may pave for career guidance strategies for employees by the top management. This roots to the superior-subordinate relationship in affirmative terms.

IX. CONCLUSION

Motivation by superiors to the subordinates acts as a catalyst in the top up of the work performance of the employees. This is not a mandatory factor but an essential factor whose presence raises the work performance whereas the absence of motivation doesn't result in consistent productivity range. Even the birds need a push to fly at beginning stage so it is good to motivate the employees for their satisfaction and enthusiasm filled work. Simultaneously, the organizational goals get fulfilled if they are backed up by the factors called motivational factors.

The study was dealt in testing the hypothesis which has evolved from the concepts of Hygiene factor theory and Vroom's expectancy theory. The results showed that financial rewards and non-financial rewards like increment, car loan, performance appraisal and career guidance changes with regards to the motivational factors like Job satisfaction, Promotions, Management styles, interpersonal relations and Advancement in technology. Some of these factors are also dependent on the demographic factors

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namely educational qualification and Experience of the employees at Greaves Cotton Limited.

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