

IMPACT OF EMPLOYEE MOTIVATION ON THE HIGHER PRODUCTIVITY

M.Geetha Bai

Faculty of MBA,
Hasvita Institute of Engineering and Technology,
Hyderabad-501301

I. Anand Pawar

Dept. of Commerce,
Dr. B. R. Ambedkar Open University,
Hyderabad-33 INDIA

Abstract:

Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. This proposed research is needed to improve employees' performance at the workplace, to retain employees and to help companies establish a good image. If a company's employees do not acquire this motivation then the company could lose large amounts of money, customers or even go out of business. On the other hand if that company's employees are well trained and motivated by their employers it could have great income potential, keep loyal customers and gain a lot of market share. The organization can still concentrate on specific areas which are evolved from this study in order to make the motivational programs more effective and productive.

Introduction

There is a general believe that man has the natural tendency to be lazy with regards to work and he is being forced by circumstances to work. According to some scientists, motivation is a need and organization is making great use of every facility in human works to achieve motivation. Productivity means the rate of power to produce, but productivity from the management or economic point of view is the ratio of what is produced to what is required to produce it. Employee motivation has always been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the

other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. There has been a lot of research done on motivation by many scholars, but the behaviour of groups of people to try to find out why it is that every employee of a company does not perform at their best has been comparatively unresearched.

Many things can be said to answer this question; the reality is that every employee has different ways to become motivated. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs. Finding the answers of these questions, in fact, is the key. One of the important responsibilities of everyone according to some scientists, motivation is a need and organization is making great use of every facility in human works to achieve motivation. In today's disposal in order to gain the planned purposes and organization, besides physiological needs, other needs meanwhile the human resources play an important role such as opinions, insights and security should be in today's competitive world.

Literature Review

Human resources guarantee provided for the workers because highly motivated human the maintenance and survival every organization, resources are playing the main role in development of today, one of the main concerning of managers is having every developed country, highly motivated human resources, productivity is the studies of Honari (2006) showed that motivation the maximum using of physical and human resources in a evokes effort and dynamicity in every organization way that it causes the improvement in prices, market, and there is a significant relationship between the job opportunities and commonwealth. In the other words,

motivated factors such as welfare, wage, work condition productivity of human resources is another aspect of and nature of work with increasing the degree of quality and quantity of products which are as a result of productivity of personnel. Jagdeep Singh (2009) made an attempt to motivation in the IAF implies dedicated, reliable and sustained performance from the air warriors under most trying and dangerous situations fraught with risks to life. Consequently, the motivational drives and needs of an air warrior will be different from that of a worker, supervisor or manager in a civilian organisation. The motivational factors considered are achievement, power, affiliation, autonomy, esteem, safety & security and equity. The needs considered are based on Maslow's Need Hierarchy Theory.

Srivastava, S.K. & Kailash Chandra Barmola (2011) in their study it is therefore designed to find out the link between the extent to which various motivation strategies encourage the workers to improve their job commitment and increase their productive capacity. It is examined through the origin and evolution of related studies. On the other hand, it also offers information relative to the influences perceived and detected in these developments. This paper presents totally, a concepts based findings. These data allow us to offer an approximated picture of the motivation in higher productivity. They suggest that individuals are motivated to perform well when the work is meaningful and individuals believe they have responsibility for the outcomes of their assigned tasks. Wright (2002) has examined the role of work context in work motivation: A public sector application of goal and social cognitive theories. The findings of a covariance (LISREL) analysis of state government employee survey data suggested a few minor modifications to this model; the results indicated that the theoretical framework can identify specific leverage points that can increase work motivation and, therefore, productivity in the public sector. Mehta, et al. (2003) studied the leadership style, motivation and performance in international marketing channels: An empirical investigation of the USA, Finland and Poland.

The psychologists Richard and Oldham (1988) developed the job-characteristics theory. This work showed that there are five components to motivation: (i) Skill variety: You get to use different skills. (ii) Task identity: You identify personally with what you do. (iii) Task significance: You feel that what you do is significant or important; (iv) Autonomy: You have some self-control and responsibility; and (v)

Feedback: The knowledge of the actual results of what you do.

Brief Profile of Gmantis IT Services Ltd.

Gmantis is a technology-driven company and at the same time dedicated to providing solutions and services in the broad spectrum of IT and GIT. We fully appreciate the priorities and technology needs of developed and developing countries. Gmantis team has the experienced Engineers, GIS & IT professionals and domain specialist who brings complementary composition to the table, and recognize that solutions on utilization of Information technology (IT) and Geospatial Information Technology (GIT) represent highly valuable. We bring affordability to businesses by building process-centric methodologies that delivers the best. Further, gmantis support clients worldwide in the design, development, and quality assurance of database centric and database development projects on the focused areas of IT and GIS enterprise implementations services. We organize ourselves as the - GIS services, IT services, R&D services business units.

- On the IT services side, we design applications to help businesses succeed using IT for Web applications, ERP deployment, Logistics and mobility applications.
- On the GIS Services side, we have two major divisions, Geospatial data services, Geospatial IT services (GIT service). As part of Geospatial data services we do Data interpretation, Geo-processing, Data conversion, Digitization, Vectorization, Cartography, Data migration, Geospatial data modeling.

On the other hand we design and develop Geospatial IT services which involve large applications on Land parcel management, Utility and infrastructure data management. Our development model is helping customers to realize projects at 20-30 percent less than that of what other leading consulting companies can deliver. This is happening because of our culture to practice gmantis mantra - "commit, contribute, complete and cherish" in every aspects.

Vision: Become a leader in innovative solutions provider based on GPS & GIS to customers worldwide.

Mission: Deliver high value innovative solutions to customers on time for customer satisfaction.

Need for the Study

This proposed research is needed to improve employees' performance at the workplace, to retain employees and to help companies establish a good

image. If a company's employees do not acquire this motivation then the company could lose large amounts of money, customers or even go out of business. On the other hand if that company's employees are well trained and motivated by their employers it could have great income potential, keep loyal customers and gain a lot of market share. This research would help the managers and leaders in our society to identify the things that they need to do in order to successfully motivate their employees to perform at their best. As a manager this knowledge will therefore help me to understand what new strategies. It is evident that there is a need for this study because of the many companies that are constantly spending money on various ways to increase employee motivation which ultimately leads to employee performance and productivity.

Objectives of the Study

The objectives of this study are as follows:

- To understand the role and factors contributing the motivation to increase performance level of the employees;
- To study the perception of the employees with regard to motivation as a means of organizational tool and increase the level of job satisfaction; and
- To find out the impact of employee motivation on the productivity of the firm with special reference to Gmantis IT Services Limited.

Hypothesis

H0=There is no relationship between employees' motivation and productivity of the firm.

H1=There is a relationship between employees' motivation and productivity of the firm.

Data Base and Methodology

Sources of data: Adequate and relevant data is essential for any meaningful research and for any research uses the different sources of data. Primary sources of data is applied for getting the required and relevant information directly from the respondents, Heads of departments and in the course of discussion with Executives, by administering a structured questionnaire. Secondary sources of data has been collected from the selected company records, and related books, journals and other published and unpublished documents etc.

Population and sample size: It is very difficult to consider the whole universe; therefore, a sample of 100 employees was included from total population of whole. Although it looks to be a small sample, keeping in view the large number of employees. Even then, the sample size is not considered to be small. It is

enough to draw valid conclusions. For this purpose a stratified random sampling technique has been used since the employees from all levels (strata) has been employed.

Tools of data collection and analysis: A structured questionnaire was administered among the employees of Gmantis and in all there are 497 employees working in different categories and 100 employees was considered as respondents for the analysis and an appropriate statistical tool such as simple percentage and chi-square test has been used in order to ensure the inferences. For analyzing the collected data five point Likert's scale has been employed (5= strongly agree; 4=agree; 3=undecided; 2=disagree; 1=strongly disagree).

Chi-Square Analysis: The Chi-square test is used to determine the significant differences that exist among group or data Chi-Square involves a comparison of expected frequency (E) with Observer frequency (O) to determine whether.

Chi-Square= $\sum (O_i - E_i)^2 / E_i$

Where: O= Observed frequency of the cell

E = Expected frequency of the cell.

Scope of the study: The present study was confined to Gmantis IT Services Limited, Hyderabad. The required data has been collected during the month of May - June, 2013 and the responses of employees were included of those who are working for last 2 years.

Results and Discussion

Demographic profile of the respondents: Table 1 presents the detailed information with regard to demographic profile of the respondents:

Age wise distribution of respondents: It shows that there are 31 percent of respondents are within the age group of 30-40 years. There are 29 percent of them are with below 30 years of age, 23 percent of respondents between 40-50 years as their age group and only 7 percent of the respondents above 50 years age. Hence, it is concluded that majority of respondents are between 30-40 years of age, it means most of them are young.

Monthly income of respondents: According to their monthly income, it is seen there are each 26 percent of respondents getting monthly income of between Rs. 20,000/--30,000/- and above Rs.40,000/- as their salary. There are 21 percent of them are drawing monthly salary between Rs. 10,000/--20,000/- and another 14 percent and 13 percent of respondents getting their monthly income between Rs. 30,000/--40,000/- and below Rs.10,000/- respectively. Therefore, it is concluded that more than

52 percent of respondents getting good amount of salary from the present company.

Experiences wise distribution of respondents: Table-1 analyses the experience of the respondents in the company and it shows that there are 43 percent of respondents having the service with the company between 5-10 years. Another 26 percent of respondents with 15-20 years of working service, service between 10-15 years and below 5 years represent 16 percent and 11 percent respectively and only 4 percent of respondents having service with the company of more than 20 years. Hence, it is inferred that majority of employees leaving the company after 20 years of service and joining elsewhere which indicates the attrition rate of employees is high in this organization.

Table - 1 Demographic profile of the respondents

Category of employees: The respondents were categorized into broadly three and they include: Category -A non-core employees (non-professionals) like, office staff and below category representing 27 percent. Majority of respondents (46%) following in the Category- B includes core employees (IT professionals/engineers) and another 27 percent of them comes under Category -C which includes senior employees such as group leaders/team leaders and top management people respectively working for the company as salaried employees.

Gender wise distribution of respondents: According to gender group, it quite natural male category still dominating (64%) even in this organization whereas female employees are 36 percent. Therefore, it is concluded that majority of respondents are male category working for the company as on today.

Proper support from the department: Table 2 depicts the responses of the employees regarding the support extended by the department concerned and majority of respondents (73%) opined that 'yes' it means they are getting required work support from the higher ups particularly from their department people. Whereas only 27 percent of respondents have said that they are not getting proper support from the departmental people for completing the task as per the schedule. Hence, it is concluded that the support extended to their employees is good. However, it is suggested that the effective working culture can be created by extending proper support that the task given to the employees and also for smooth functioning of the organization and also leads to wealth maximization of all the stakeholders.

Table - 2 Do you get proper support from your department?

Type of Support expecting by the employees: From the table 3 it reveals that majority of respondents (52%) are expecting the support in the form of financial incentives, 17 percent of them are expecting non-financial incentives and there are 31 percent of respondents expecting both the type of support from the company in order to get motivated and do hard work for the betterment of the organization.

Table -3 What type of support you expect?

Motivating factors: Table-4 presents the responses of employees towards employee motivation and majority of respondents (40%) opined that increase in salary works as important factor for motivation. There are 27 percent of respondents felt that they get motivated by promotion, 13 percent of respondents said that recognition is also important for the employee to get motivation whereas 11 percent were of the opinion of motivational talks and only 9 percent of respondents said that they need sufficient number of leaves for taking care of family matters in other words it is for balancing work and life. However, it is concluded that the salary increase would be very effective employees' motivation as a tool.

Table - 4 What factors motivates you more?

Workplace support extended by the HR department: Table 5 presents the perceptions of employees towards the support extended by the HR department to its employees. It is found that there are 37 percent of respondents had agreed with, 21 percent of them were strongly agreed. Another 18 percent of respondents have disagreed, 16 percent were strongly disagreed and only 9 percent of respondents were not able to decide anything (neither agree nor disagree) to the given statement. Hence, it is concluded that the majority of employees agreed that the HR department supporting them to their satisfaction level.

Organization is interested in motivating employees: It shows the perceptions of employees towards the organizational efforts to motivate the employees. It is reveals that there are 47 percent of respondents strongly agreed and 30 percent of them are agreed for the organizational efforts to motivate the employees. Almost 20 percent of respondents disagreed towards the same. Hence, it is concluded that the majority of employees feeling satisfactory towards the organizational efforts to motivate the employees.

Organization recognizes the good worker:

Every employee irrespective his/her position expects the recognition for the job done to the level of satisfactory. To know the same from the employees of this organization, it is found that there are 49 percent of respondents have expressed satisfactory whereas almost 40 percent of them were unhappy and felt as disagree. And only 11 percent of respondents have could not say anything for the same. Hence, it is concluded that the majority of employees in the opinion of that the organization recognizing the good worker and appreciating suitably.

Organization gives periodical increase in salary:

As far as the periodical increase in salary is concerned, there are 46 percent of respondents have positively responded whereas 38 percent of them responded negatively and only 16 of respondents neither agree nor disagree. Hence, it is concluded that the organization has giving periodical increase in salary.

Job security exists in my organization: Right from the beginning of the service, every employee seeks job security. It is pertinent to know the perceptions of the employees, an attempt has been made to analyse the same. There are 45 percent of respondents felt as there is job security in this organization. Almost 44 percent of respondents opined as there is no job security and rest of them could not say anything. Hence, it is concluded that the employees given mixed feelings about the existing job security policy of the organization.

Present incentives system: There are 41 percent of respondents opined that the existing incentives system stands good, 54 percent of them opined as the existing incentives system need to be revised. Hence, it is concluded that the present incentives system has to be revised to minimize the role of immediate superior for recommending the eligible employee for the scheme.

Good relations exists among the fellow employees: For smooth functioning of the organization, the relationship between the employees is pre-requisite. To know the same, an attempt has been made to analyse the perceptions of the employees and majority of respondents (53%) said the there exists good relationship whereas 44 percent of them opined negatively. Hence, it is concluded that majority of employees accepted that there exists an average relations among the employee.

Organization has an effective performance appraisal system: The study shows that there are 53 percent of respondents have agreed with the present performance appraisal system as an effective

one and 33 percent of them disagreed and only 14 percent of respondents were not in a position to say anything about the present PA system. Hence, it is concluded that the present performance appraisal system found good and should be simplified further.

Organization has good safety measures: As far as safety measures are concerned it is found that there are 70 percent of respondents have said that the organization has good safety measures and only 30 percent of them opined negatively i.e., existing safety measures adequate. Hence, it is concluded that the organization has good safety measures to perform the job more effectively without any insecurity feeling among the employees at workplace.

Performance appraisal system is helpful to get motivated: Analysis of table 5 shows that the status of present performance appraisal system whether it is helpful to get motivated or not. Majority of respondents (53%) have felt that it is worthy of motivating the employees whereas others felt as not helpful to get motivated among the employees. Hence, it is concluded that the present performance appraisal system found worthy to motivate the employees to perform better and get alleviated to higher positions to realize their goal.

Support from the higher ups is helpful to get motivated: According to table 5 it shows that the support from the higher ups is neither good nor bad since an equal number of respondents (38%) have opined not helpful to get motivated. Hence, it is concluded that the expected level of support from the top management is not extended to the employees in the organization.

Career development opportunities: As far as career development opportunities are concerned it is seen from the table 5 that the majority of respondents (50%) have said that the career development opportunities are encouraging. Another 28 percent of respondents disagreed that the career development opportunities are not encouraging to the level of motivation of the employees. Hence, it is concluded that career development opportunities are an average.

Factors influencing employee performance & productivity: As it is seen from the table 5 that there are majority of respondents (89%) positively responded and only 11 percent of them said that recognition, work-culture etc., may motivate better sometimes but not alone incentives & other benefits will influence employee performance & productivity. Hence, it is concluded that the incentives and other benefits will influence employee performance & productivity.

Motivational factors increase the firm's productivity: From the table 5 it is observed that there are 80 percent of respondents agreed with the above mentioned motivational factors would increase the firm's productivity and rest of the disagreed. Hence, it is concluded that the motivational factors certainly increases the firm's productivity.

Table - 5 Parameters and perceptions of employees (%)

H0=There is no relationship between employees' motivation and productivity of the firm.

To test the same statistically by applying Chi-square test and found there is a significant relationship between employees' motivation and productivity of the firm, since calculated value of chi-square (11.121) is greater than the table value (5.99) at 5% degree of freedom. So we reject the null hypothesis and accept the alternative hypothesis.

Findings and Suggestions

1. Majority of respondents are young and more than half of the respondents getting good amount of salary from the present company. The organization has to assure the employees by giving promotional opportunities for those who are working up to the expectations the company.
2. It is found that majority of employees leaving the company after some times and joining elsewhere which indicates the attrition rate among the employees found to be very high. Employees retention strategies should be evolved and implemented since the senior employees expertise essential to enrich the company and may uphold the organizational image and leadership.
3. Workplace support extended by the HR department and also from higher ups found satisfactory. However, it is suggested that the favourable working culture should be created by extending proper support that the task given to the employees, for smooth functioning of the organization which may leads to wealth maximization of all the stakeholders.
4. An increase in the salary would be very effective tool for motivating the employees. However, periodical increase in salary should be made as a policy in order to ensure employee job satisfaction and job security.
5. The organization recognizing the good worker and appreciating suitably. Career development opportunities should be widened further by creating new positions to the existing one.
6. Good relations exists among the fellow

employees found to be an average. There should be a harmonious relationship is exist in the organization between employees and management.

7. The present performance appraisal system found worthy to motivate the employees to perform better and get alleviated to higher positions and realize their goal. However, the present performance appraisal system should be simplified further by taking all necessary inputs from the employees end so that bias can be avoided and minimized.
8. The support extended to their employees is good. Therefore, it is suggested that the effective working culture can be created by extending proper support that the task given to the employees and also for smooth functioning of the organization and also leads to wealth maximization of all the stakeholders.
9. It is found that the financial incentives found to be one of the major factor influencing employee performance and organizational productivity.
10. Other suggestions from the employees to motivate the employees to perform better:
 - ◆ Strong and satisfied customer base of the organization matters;
 - ◆ Work-life balancing strategies of the organization;
 - ◆ Organizational culture and managerial ethos should be developed and maintained;
 - ◆ Inspiring leadership with the organization matters
 - ◆ Promotional channels should be created
 - ◆ Organization's image in the minds of stakeholders, etc.

Conclusion

The study concludes that, the motivational programs in GIS services, IT services, R&D services Limited is found effective but not highly effective. The study on employee motivation highlighted so many factors which will help to motivate the employees. The study helped to findings which were related with employee motivational programs which are provided in the organization. The performance appraisal activities really play a major role in motivating the employees of the organization. It is a major factor that makes an employee feels good in his work and results in his satisfaction too. The organization can still concentrate on specific areas which are evolved from this study in order to make the motivational programs more effective. Only if the employees are properly motivated- they work

well and only if they work well the organization is going to benefit out it. Steps should be taken to improve the motivational programs procedure in the future.

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Table - 1 Demographic profile of the respondents

Demographic factors	No. of respondents	Percent (%)
Age group (Yrs):		
<30	29	29
30-40	31	31
40-50	23	23
>50	07	07
Monthly Income (Rs):		
<10,000	13	13
10,000-20,000	21	21
20,000-30,000	26	26
30,000-40,000	14	14
>40,000	26	26
Your experience (Yrs):		
<5	11	11
5-10	43	43
10-15	16	16
15-20	26	26
>20	04	04
Designation:		
Category-A	27	27
Category-B	46	46
Category-C	27	27
Gender:		
Male	64	64
Female	36	36
Total	100	100

Source: Questionnaire data

Table - 2 Do you get proper support from your department?

Responses	No. of Respondents	Percent (%)
Yes	73	73
No	27	27
Total	100	100

Source: Questionnaire data

Table -3 What type of support you expect?

Responses	No. of Respondents	Percent (%)
Financial incentives	52	52
Non-financial incentives	17	17
Both	31	31
Total	100	100

Source: Questionnaire data

Table - 4 What factors motivates you more?

Responses	No. of Respondents	Percent (%)
Salary increase	40	40
Promotion	27	27
Leave	09	09
Motivational talk	11	11
Recognition	13	13
Total	100	100

Source: Questionnaire data

Table - 5 Parameters and perceptions of employees (%)

PARAMETERS	SA	A	UD	DA	SDA
My HR dept. extends required support at workplace	21	37	09	18	16
My organization is interested in motivating employees	30	47	03	17	03
My organization recognizes the good worker	22	27	11	27	13
My organization gives periodical increase in salary	12	34	16	28	10
Job security exists in our organization	21	24	11	24	20
The present incentives system stands good	15	26	03	34	22
Good relations exists among the fellow employees	17	36	03	19	25
My organization has an effective PA system	17	36	14	19	14
My organization has good safety measures	31	39	0	16	14
PA system is helpful to get motivated	27	16	14	27	16
Support from the higher ups is helpful to get motivated	22	16	24	23	15
Career development opportunities are helpful to get motivated	11	39	22	14	14
Factors influencing employee performance & productivity	36	53	0	11	0
Motivational factors increases the firm's productivity	36	43	08	13	0

Source: Questionnaire data