

**MOTIVATION AND ITS IMPACT ON INDUSTRIAL PERFORMANCE IN
TAMILNADU**

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ABSTRACT

Organizations wish to perform successfully in the market and if possible to have a sustainable economic growth. However, in the current circumstances of globalization and strong competition, technology is advancing at a rapid pace, hence making the market an unsafe environment. The business organizations (BOs) would have to make full use of all resources available. It is already a well-known fact that human resources or organization personnel constitute a key asset for achieving success. In this research, some of the factors influencing the motivation of employees to enhance their performance. Through empirical and theoretical analysis, the study will identify the relationship between the motivation of employees and organizational effectiveness and finally the increase of BO revenues. The purpose of this study is to analyze the impact produced by the motivation of employees on organizational effectiveness. Personnel motivation will involve criteria such as employees' bonus, good communication within the working premises, and satisfaction at their job place.

Key words: Employees, job satisfaction, motivation factors, Productivity.

INTRODUCTION

On one hand, globalization has progressively led to the enlargement of markets and the reduction of barriers, but on the other hand, it has highly increased competition between business organizations (BOs). Accordingly, BOs attempt at least to maintain their market share and even expand it. Notably, this is a demanding entrepreneurship as BOs should face not only local but also foreign competitors, new technologies, and different management methods. However, this whole trend generally makes the market unpredictable.

Considering the fact that human resources or organization officials are an added value and the main and most valuable source of the organization for both its own capacities and competitive advantages First of all, it requires professionals and motivated persons Furthermore, a need has arisen for a solid and regular cooperation between the employees and BOs. However, skills are required to administer and make this human capital a generator of competitive advantages Therefore, BOs attach special priority to the flexibility within the organization, thereby creating a warm climate to enhance cooperation with and between the personnel As a result of strong competition, BOs are using different strategies to host talents to the organization, attracting them and without limitation to various material incentives keeping them in the long-term run not only to withstand the market but also to successfully meet the added value for the organizational effectiveness, both in the short-term and long-term perspective.

Employee is the most important resource of an organization. The failures or success of an organization can be summed up to the inputs initiated from its human resource. The factors that initiate the performance of employees are matter of key interest for researchers. It has been truly found out that highly satisfied & motivated employees following a pattern of daily work management have been the core strength of the most successful organizations. The job satisfaction has got tremendous attention in organizational research. Human resource management's function is to assist the general manager or the top management in keeping the employees satisfied with their jobs. If employees are not satisfied, they will not perform to expected norms. Workplace dissatisfaction and poor performance may lead to high employee turnover in an organization particularly in less developed countries where little opportunities are available to people to join other organizations, but it may affect employee's performance adversely. This study concerns at investigating the influence of salary, facilities & promotion on employee's satisfaction. The specific objectives of study are to determine joint and relative relationship that exists between independent and dependent variable.

A major role is played by the personnel in increasing or decreasing BOs that has urged many researchers to conduct investigations in this area, to observe what makes a BO employee to be satisfied or motivated to achieve the planned objectives. Currently, being a serious and coherent issue for businesses, it has become an incentive for our research study. The main purpose of this study is to analyze the impact of staff motivation on the organizational effectiveness by addressing

the above cited variables. Through this study, a correlative link between the dependent variable of *motivation* and independent variables of financial *compensation*, *communication*, and *satisfaction at work* is identified.

According to the expectance theory of Vroom (1964), performance is a result of multiplying skills with motivation, which is reflected in the following equation:

$$\text{Performance} = \text{Skills} \times \text{Motivation.}$$

Later, further expanded the definition of Vroom's to the following equation: Performance = f (Skill capability \times Skill level \times Understanding the duty \times Selection to make the effort \times Selection to continue \times Mitigating and aggravating conditions beyond the individual's control).

Based on the above-mentioned equation, the performance is attributed to at least four or more probable factors.

1. Role Expectations
2. Required Knowledge
3. Interest towards work
4. Work in an environment where the intended actions may be translated into behaviors.

Therefore, it is the action where external and internal forces influence the selection and behavior of a person, which is otherwise known as internal and external motivation. Further exploring the above cited theories, according to Liberman's theory, further extended by people are motivated by intrinsic and extrinsic motives, where each of these two motivations has its own characteristics distinguishing them from each other.

However, motives are also divided in two other groups: (a) implicit motives or hidden motives, which are conceived as associated networks connecting the suggestions of situations with fundamental affective reactions and implicit behavior trends and explicit motives, which are clear motives to avoid the confusion of methods for the determination of the normative beliefs according to the desired behavior models.

Some criteria that are treated below influence the motivation of employees, who may simultaneously be part of the first subdivisions (internal, external) and the second subdivisions (implicit and explicit).

JOB SATISFACTION

Job satisfaction is an emotional effect of performing various functions in accomplishing the duty. According to him, job satisfaction is directly linked with the motivation, involvement, organizational cooperation, and the job performance of employees. Also, gratitude and rewards are essential factors to increase job satisfaction of employees and motivation, which are directly linked with the organization's achievements place. The structuring of working environment that effective performance would lead to both internal and external rewards, which in turn would produce complete job satisfaction to make the job more interesting and challenging, which in turn, would increase internal motivation, horizontal expansion is required, which implies the increase in activities, where employees have more tasks, thereby making them feel they are very important. They may see how different parts of jobs are integrated into a significant unit, making them prouder.

Furthermore, vertical expansion in which people have broader opportunities to speak about what they do also valorizes their efforts. Therefore, given that importance (rather than interest) is the foundation of external autonomous motivation, as work expansion might increase both internal and external autonomous motivation. Briefly, it enhances the employers' autonomy, their self-confidence, and job satisfaction.

SALARY, REMUNERATION AS A COMPONENT OF MOTIVATION

Currently, every work or service is provided against a specific price, and service prices follow the trend of unification regardless of the supplying company. The same applies to employees. They strive to earn a reasonable salary in relation to the labor market and at the same time, they wish to feel worthy for the work they are doing. Money is a basic incentive for people. It has a dominant position over other drives and has magical power to keep and motivate people for a higher performance, without disregarding the values and other motivation incentives. Focusing also on the above-mentioned literature, salary and motivation are external motivators; therefore, satisfaction is not derived from the activity itself but rather from external consequences

urging the increase of activity and fulfillment of the objective. These aspects bring pleasure to the employees, who directly influence the enhancement of employees' performance. Salaries and bonuses are instruments in the hands of managers who contribute to company effectiveness, influencing the behavior of the individual or group. Therefore, BOs use money, promotion, or other methods to encourage the increase of employers' performance. Furthermore, it is very important for managers to observe everyone's work within the organization, closely linked with the salary, concurrently based on the personal performance of everyone. To sum it up, before any system is established, everyone should make sure that there is a good performance system and that remuneration is proportional to the results.

COMMUNICATION AND WORK RELATIONSHIPS

Proper communication and good relations between the managers and subordinates or between the employees is a key component for the increase or decrease in performance. According to some researchers, BOs that have a good communication and positive work relationships with their employees produce a high level of results, special priority is attached to flexibility and harmony within the organization, among the work staff members and the level of cooperation between the BO and its own personnel with the aim of achieving results. Misunderstandings often occur because staff needs and capacities to adapt to changes are not fully understood. No clear communication is reached with employees about the nature and importance of changes. The employees, their working environment, values, norms, and customs are often overlooked and disrespected.

DATA ANALYSIS

Descriptive statistics based on frequency tables and graphs used to provide information on demographic variables. The descriptive statistics used in the present study are based on tables of frequency distribution and graphical presentation for the responses of work motivation with respect to biographical information of the respondents. The relationship between motivational factors (Salary, facilities & promotion) and employee work motivation in some selected taken for analysis.

FINDINGS & RESULTS

The results of the descriptive analyses are presented first, followed by the inferential statistical analysis.

Demographic Information of the Participants

Table 1
Gender Frequency percent

Gender	No. of employees	Percentage
Male	150	75%
Female	50	25%
Total	200	100%

Table 1 indicates the gender allocation of the sample of respondents from the organizations at which the research was conducted out of which 75% was male, while the remaining 25% comprised of female respondents.

Table 2
Frequency distributions of respondents with respect to age

Age groups	No. of employees	Percentage
21-25	42	21%
26-30	75	37.5%
31-35	39	19.5%
36-40	20	10%
41-45	14	7%
46+	10	5%
Total	200	100%

The interviewees pertain to the below-mentioned age groups: 42 employees less than 25 years of age, 75 employees aged 26 to 30, 39 employees are between 31 to 35 years of age, 20 employees 36 to 40 years of age, and 24 employees are more than 40 years of age. According to data analysis on working years at the entity where they currently work, it appears that 117 employees have less than 5 working years at the entity where they currently work, 69 employees have 5 to 10 working years, and 14 employees have 10 to 15 years of experience.

Table 3
Descriptive statistics of motivational factors and employee job satisfaction

Variable	Mean	Standard deviation
Salary	3.58	.63
Promotion	3.11	.51
Job satisfaction	2.66	.62
Other facilities	3.65	.53

Results of the descriptive statistics in terms of arithmetic mean and standard deviation shows that staff in the sample are relatively influenced, the mean values for all the variables are relatively high. Above mean values of independent variables and dependent variables they are influenced by the salary, facilities and promotion they receive and mean value for benefits compared to other variables' values shows that they are less motivated by promotion. Mean value for employee job satisfaction is 3.65 which shows that they are influenced by all factors.

Table 4
Mean values of job satisfaction level

Variables	Mean	Standard Deviation
Rewards	3.45	0.58
Motivation	3.45	0.50
Job Satisfaction	3.24	0.45

Table 4 suggests that three facets of rewards had a significant correlations ($p < 0.05$) with motivation. All facets of rewards and motivation also had a significant correlations ($p < 0.05$) with all facets of job satisfaction.

Table 5: The Pearson's correlation coefficients for the variables in this study

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1 JS_Pay												
2 JS_Promotion	0.60*											
3 JS_Supervision	0.56*	0.42*										
4 JS_Benefits	0.67*	0.64*	0.46*									
5 JS_Rewards	0.68*	0.37*	0.60*	0.48*								
6 JS_Coworkers	0.47*	0.31*	0.59*	0.47*	0.46*							
7 JS_Nature	0.62*	0.53*	0.66*	0.52*	0.45*	0.50*						
8 JS_Communicati on	0.37*	0.43*	0.41*	0.37*	0.27*	0.33*	0.48*					
9 Rew_Pay	0.47*	0.52*	0.28*	0.48*	0.27*	0.22*	0.43*	0.56*				
10 Rew_Autonomy	0.50*	0.58*	0.39*	0.45*	0.30*	0.33*	0.52*	0.59*	0.75*			
11 Rew_Coworkers	0.37*	0.43*	0.41*	0.37*	0.27*	0.33*	0.48*	1.00*	0.56*	0.59*		
12 Mot_Intrinsic	0.44*	0.42*	0.46*	0.45*	0.34*	0.36*	0.47*	0.58*	0.50*	0.52*	0.58*	
13 Mot_Extrinsic	0.44*	0.42*	0.46*	0.45*	0.34*	0.36*	0.47*	0.58*	0.50*	0.52*	0.58*	1.00*

Notes: N=200, * Correlation is significant at the 0.05 level (2 tailed).

CONCLUSION

The measurement of performance is made in every economic unit, we recommend a fair harmonization between working years and performance for the promotion of employees in respective economic units. Therefore, this approach would further motivate employees in accomplishing not only the objectives of the organization but also their priorities. The research study explored that management can make use of different strategies and policies to influence the satisfaction level of employees in work settings which will have a different motivational impact on diverse people. A motivation strategy may possibly have the power of enhancing satisfaction in one way and diminishing it in others. To make sure the success of motivational tools, it is important to consider the uniqueness of the situation and the diversity of the concerned group. It is the job of management to consider different alternatives according to situation. This study highlights various aspects necessary for satisfy employees to improve their performance. It is observed that there is direct and positive relationship between motivational factors and employee

job satisfaction. It means these factors are directly proportion to employee satisfaction. The change in rewards offered to employees necessarily changes the employee satisfaction and performance.

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