

A STUDY ON EMPLOYEE MOTIVATION WITH REFERENCE TO SELECTED COMPANIES IN AND AROUND VAPI

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Abstract

This paper discusses about the most important asset that any employer possesses which is not land, raw material, or profit, but people; their employees. Thus, it is the responsibility of employer to keep their employees motivated by creating a positive work environment, and providing employees with the opportunities to grow. Motivating employees is an art that requires time and dedication. Motivated employee's results to retention or reduction in employee turnover, and enthusiastic employees out produce and outperform. This paper study the sources of motivational needs, benefits of motivation, recognition and rewards, and tactics that can be used to help motivate individuals. The data was collected through the telephonic interview of the HR professionals of the selected companies. The major outcomes of this research include that Employee motivation plays an essential role in an organization and it contributes towards effective and efficient working of the organization, resulting to the achievement of overall organizational goals.

Key words: *Employee Motivation, Employee, Motivation.*



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Introduction

“Motivation is the process of attempting to influence others to do their work through the possibility of gain or reward.” - Edwin B Flippo

Motivation is an effective instrument inspiring the workforce. Motivation, performed by managers, induces the people to work for accomplishment of objectives of the organization. In order to motivate workers to work for the organizational goals, the manager must determine the motives or needs of workers and provide an environment in which appropriate incentives are available for their satisfaction. There will be better utilization of workers abilities and capabilities resulting to optimum utilization of resources.

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Motivated employees are needed and required in the rapidly changing workplaces and markets. They will help organizations survive by performing the job and work required with their full efficiency. Motivation is important to get a high-performance rate, high productivity and hence high profit.

Research Methodology

Research methodology is a framework within which the research is conducted.

1. Objectives of the study:

- To study and understand the concept of employee motivation.
- To survey and analyse about employee motivation for a few selected companies.

2. **Research Process:**

The topic “A Study on Employee Motivation with reference to selected companies in and around vapi” for the research was finalized. Followed by data collection through initial desk research, Literature Review was done by reviewing research papers and articles from various journals allied to the research topic. Questionnaire was prepared in order to conduct a survey and primary data was collected through telephonic interview and data analysis was done for 13 companies. The data collected was interpreted and Findings and conclusion were presented.

3. **Scope of the Study**

The research has been conducted within the preview of Theories of Motivation. The primary data was collected only from the HR professionals of selected companies in and around the region of vapi through telephonic interview.

Literature Review

(Wiley, 1997) According to wiley Work can be done in 2 ways: normally, utilising all the available resources, or, doing it effectively & efficiently. One needs to be boosted and motivated for accomplishing the task effectively & efficiently. Wiley says, organization should aim at creating a conducive environment that encourages employee motivation.

(Kovach, 1987) In an industrial survey carried out on employees where they were asked to rank 10 job rewards factors which would be based on their personal preferences. The ranks provided were: (1) full appreciation of work done (2) feeling of being (3) sympathetic help with personal problems (4) job security (5) Good wages and salaries (6) interesting work (7) promotion & Growth (8) employee’s loyalty (9) Good working conditions (10) tactful discipline

At the same time, supervisors were asked to rank the job rewards based on their experiences and observations on how employees would rank. The results thus obtained were: (1) Good

wages (2) Job security (3) promotion and Growth (4) working conditions (5) interesting work (6) personal loyalty to employees (7) tactful discipline (8) recognition (9) sympathetic help for personal problems (10) acknowledgement. The results when compared, depicted that the supervisors had a very inaccurate perception about what would motivate their employees, as they were least interested in doing the same.

(Harpaz, 1991) A survey was conducted of the labour force in 7 different countries regarding the most dominant work goals. Out of the various options provided to them, “Interesting work, Good Wages and job security” were the options most selected. After obtaining the results, Harpaz concluded that these factors were consistent across different organisational levels and also between genders and age groups.

(Quinn, 1997) Quinn conducted a survey on ratings of 23 job related factors which included the need factors also amongst the employees. From the survey it was pre dominantly concluded that a single factor was not important. All the factors were interlinked to each other. Also, a factor’s importance would change from time to time and person to person. Quinn also concluded that the most important factor for performing a job by a worker was the availability of sufficient resources.

(Srivastava, 2016) The author describes the need and impact of motivation of employees in the present era of business. As the working environment in the business houses have become very difficult and hectic. She focuses on factors which would induce the level of motivation amongst employee’s as follows: (i) Belief in the strength of the employees. (ii) Employees should measure their own success. (iii) They should be treated with due respect. (iv) The needs and wants of the employees should be asked from them from time to time. (v) The flow of communication with the employees should be clear. (vi) The employees should be given proper training and appropriate feedback from supervisors. (vii) Any new & innovative ideas from them should be welcomed. (viii) They must be rewarded well.

The author describes the benefits of an organization working with motivated employees and focuses on the part of improvement, learning and development which will create a high performing workforce that will help to attain the organizational objectives.

(Skillbeck, 2019) Motivated employees always love their work. A successful leader is one who strives to make and develop an environment which is comfortable for the employees. There are 6 strategies which could help to drive engagement and inspire the employees: (a) Set goals that create a meaning. (b) Celebrate achievements. (c) Provide timely & appropriate feedback. (d)

Create a friendly environment where there is room for problem solving & sharing. (e). Keep your promises. (f) Keep experimenting, keep learning.

(Saxberg, 2019) Sometimes, motivation can also be lost due to several factors. In case of failure of motivation, carefully assessing the nature of failure before taking action is important. Application of the wrong strategy actually can prove to be disastrous. There are 4 motivation traps: (a) Mismatch of values. (b) Lack of self-efficacy. (c) Disruptive emotions. (d) Errors of attribution. The manager needs to keep track about each of these motivation traps. To ensure that once the motivation goes off the rail, immediate actions need to be taken in order to bring it back on track.

Data Presentation

Data Presentation is the summarized form of the inputs that the researcher has received from the data collected through telephonic interviews conducted of HR Managers from various companies in and around the region of vapi.

1. Huber Group (Vapi):

Ensuring employees are in right salary band, rewarding exceptional performances, recreational activities for developing interpersonal relation, Employee engagement activities are some of the activities conducted in order to motivate their employees. The employees are provided with PPE kits which includes goggles, mask, gloves, safety shoes etc. Employees are given the opportunity to participate in the decision- making. Huber Group believes that as each employee has certain expectations from their job rewards, recognition, incentives are important. Further, the organization adopts informal mode of giving feedbacks to their employees. Good wages are considered as the highest motivating factor in the organization. On the other hand, loyalty from the management is considered as the least motivating factor for the employees.

2. Hindustan Unilever Ltd (Silvassa):

Three employee engagement programmes: (a) Employee linked which includes birthdays, festivals etc. (b) Family linked which includes inviting families at work place. and (c) Business linked which involves tasks provided to them which will develop their skills and abilities are carried out within the organization so as to motivate their employees. The organization looks after the provision of air conditioners, lights or maintain safety & hygiene, also taking care of the employees while they work and reducing their work load as much as possible. At Hindustan Unilever Ltd, for factory level, the decisions are collectively taken by the employees and the department/unit heads in the best interest of the organization. Hindustan Unilever Ltd believes

a combination of all reward, recognition, and incentive should be adopted by the organization. Feedback is taken after completion of every project. It is a continuous process and the feedback is communicated to the employees through a formal process. Job security and good wages are the most important factor for motivating employees in the organization. Indulgence in the company matters tends to motivate the least to the employees.

3. Bayer Crop Science Ltd. (Vapi):

In order to motivate the employee two- way communication is promoted, also insurance schemes are made available to them. employees are provided with clean and hygienic restrooms, canteen facilities, 8 hours of working shifts within the premises. Employees are encouraged to come up with new ideas and suggestions and contribute in decision making. Periodical awards and recognition for extraordinary performance are a contributing factor to employee motivation. Two ways of the feedback process are adopted by Bayer Crop Science Ltd. (a) Through system and (b) Through communication. Good wages tend to motivate the employees the maximum whereas, indulging them into company matters and the attitude of the management is the least motivating factor as many of them might not be much interested in those matters.

4. Anchor Ltd (Daman):

Capacity building programmes and employee engagement programmes are undertaken such as birthday celebrations, days celebration, excursions etc with the intention of motivating employees. Employees at Anchor Ltd are provided with Proper lighting, air conditioning in areas of high temperature, maintenance of health & hygiene, provision of crèche facility up to the age of 6 years, occupational health centre where doctors are available 24*7, free transportation service and all the safety equipments required while working. Works committee of the union comprising of the representatives of the employees take an active part in showcasing the ideas and suggestions by the employees in decision making. Anchor Ltd believes that if employees have some other expectations, rewards, recognition and incentives doesn't always play an important role in motivating employees. Instant feedback mechanism is adopted by the organization. Employees are most motivated when they are provided with good working conditions in the organization. Following of the strict disciplinary policies in the organization somewhat tends to less motivate them as compared to others.

5. United Phosphorus Ltd. (Vapi):

Communication platforms like town hall meetings enhances the employee-employer relation, Various allowances are provided such as attendance and production allowances, these are the activities performed to motivate employees. The employees of the organization are Provided Free travel through air- conditioned bus, subsidized food in canteen, safety shoes, uniform, safe and clean drinking water, and hygienic working environment. The decision- making process is of a collective form. There are various committees and platforms where feedback is solicited from all stakeholders. This brings effectiveness and efficiency in the decision -making process. United Phosphorus Ltd. believes Incentives are the most effective way of motivating employees. Anything in monetary terms would be more encouraging than any other means. Annual feedback mechanism is adopted by the organization. Job security and indulgence into the company matters tend to motivate the employees the most. For people to whom money matters, good working conditions might be a low motivator.

6. Meril Lifesciences Pvt. Ltd. (Vapi):

The presence of Meril academy for training and development which works towards the developmental needs of the employees is a motivating factor for its employees. All the statutory requirements as per the Factories Act is fulfilled in the organization. Being an owner driven company, all the decisions are taken by the centralized authority. Meril Lifesciences Pvt. Ltd. believes that the rewards are to be provided to the employees only if they have performed exceptionally well in an exceptional situation. An online portal is designed for conducting the feedback process. Job security, interesting nature of work, career advancement opportunities, loyalty from management and recognition are factors which motivate them employees the most. Good working conditions tends to motivate them on a lower level.

7. Blue Star Ltd. (Dadra):

Monetary & Non- Monetary benefits, skill development schemes, rewards for good performance, achievement of Six- Sigma are some of the activities carried out in the organization for motivating employees. Employees are provided with Proper ambience, maintaining temperature, quality of air, proper ventilation facilities, provision of PPE kits. Shop floor level decisions are taken by the Plant Head Manager and Engineers and the Final decisions to be conveyed to the head office in Thane, Maharashtra. Rewards, recognition, incentives do helps in motivating employees who then yield higher productivity for the organization. Formal as well as informal way of communication of feedback is used. Loyalty

from management and opportunities of growth of career motivates the employees to the maximum. Understanding attitude of the management would not help them financially. Hence it might tend to motivate them on a lower level.

8. Sun Pharma (Silvassa):

Several employee engagement activities like celebration of birthdays, thank you cards, appraisal cards etc., providing Medclaim, the star employee award to best performing employee for motivating employees. The employees are provided with basic services like free bus facility, safety shoes, uniform, hair cap, and canteen facilities. Employees of the organization are also involved in the decision-making process to a certain extent. Sun Pharma believes that not always does rewards attract good performance and motivate the employees. There may be several other factors that help in motivating an employee. The feedback is given by each department head to the employees working under them. Job security, good wages, good working conditions and strict disciplinary policies in the organization tend to motivate the employees the most. Creativity in work is not allowed due to set processes. Hence it may motivate on a lower level.

9. JK Files (Silvassa):

Various employee engagement activities are conducted such as birthdays & festival celebration, Training and Development is used as a medium to fill the gaps between the expectation and reality which ultimately motivates the employees. The employees are provided with the uniform, safety shoes, subsidised canteen facilities. All the decision of the organization are collectively taken by the management and employees. The views of the employees are presented through their union leaders. JK Files believes that rewards, recognition and incentives play an essential role in motivating the employees. A one-on-one formal feedback is given to the employees. Understanding attitude of the management, recognition and good working conditions are important factors contributing maximum in the motivation process. Interesting work, career growth opportunities, loyalty from management and indulgence in the company matters contribute less towards motivating the employees.

10. Gulf Oil Ltd. (Silvassa):

Periodical performance-based increments are conducted in order to motivate employees. The employees of the organization are provided with required safety equipments, proper ventilation, subsidized canteen facilities etc, Tution fees for daughters, marriage scheme for daughters, interest free loans for employees. The organization follows a system of scalar chain

where authority flows from top to bottom and responsibility flows from bottom to top. Gulf Oil Ltd. believes that rewards, recognition and incentives does play an essential role in motivating the employees, especially the monetary rewards. No proper feedback mechanism is adopted by the organization. Good wages and inclusion of the employees in the company matters motivates the employees in the organization to work more effectively and efficiently. Interesting work and tactful discipline in the organization are lowest contributors to the motivation process.

11. IPCA Labs. (Silvassa):

Employee engagement programmes like festivals, birthdays etc, Awards to the house keeping staff, continuous conversation with the employees on the shop floor about their problems, performance based yearly increments are the activities performed to motivate their employees. Organization provides air conditioners to maintain temperature, compulsory use of face masks and PPE kits, canteen facilities to their employees. Decision making is decentralized to some extent. Plant level decisions are taken by unit heads and department heads. Major and final decisions to be taken by the top-level management. IPCA Labs believe that the provision of the rewards, recognition and incentives must be depending on the employees, job profile, behaviour. Feedback is conducted online through a 3rd party and the results are communicated confidentially. Job security, good wages, interesting work and career advancement opportunities are factors that contribute to the motivation process on the highest level. Understanding attitude from the management are the lowest contributing factor to motivation.

12. Macleod's Pharma Ltd. (Sarigam):

For motivating the employees, employees are delegated with the leadership tasks which helps them to learn various things and also explore their capabilities. Employees are provided with safety shoes, proper uniforms, eye protecting goggles, Proper ventilation facilities like installation of industrial fans, chimneys etc. Centralized decision- making process is followed in the organization. While conducting meetings both the employees and the staff are involved where their ideas and suggestions are welcomed. Macleod's Pharma Ltd. believes that rewards, recognition and incentives help in boosting the moral the employees who then develop a sense of initiative. The feedback is given after every training and workshop. Job security and good wages are major contributors to the motivation aspect of motivation in the organization. Career growth and loyalty from management tend to motivate but on a considerable basis.

13. Modison Metals Ltd. (Pardi):

Gifts and momentous are provided to the employees who have displayed good performance to motivate them. Employees are provided with PPE kits. Canteen facility, Separate hygienic restrooms for male and females. The employees are represented through their employee union heads for contributing in decision making in the meeting. Modison Metals Ltd. believes that rewards, recognition and incentives does motivate the employees but it differs from employee to employee and their designation. The organization adopts both formal and informal ways of giving feedback. Job security is the highest rated factor from motivation process. Discipline and indulgence into the company matters are the least rated factors for motivation.

Important Findings

- Employee Motivation is important for every organization.
- Healthy working conditions are to be provided for all the employees to perform well.
- Motivation can be in both monetary as well as non-monetary ways depending on the designation, needs and expectations of the employees.
- Decision making can be centralized or decentralized depending upon criticality/type of decision to be taken.
- Proper feedback communication is very important for one to grow and improved employee's efficiency and performance resulting to employee motivation and ultimately accomplishment of organizational objectives.
- By this study it can be said that various factors which influence motivation and productivity of employees are job security, good wages, interesting work, good working conditions, recognition for the job done.

Conclusion

The Objectives of the study were fulfilled through the whole research process. Employee Motivation covers all the employees from the managing director to peon. Motivation is a psychological concept. Motivation is not a cause but rather the effect. Motivation drifts from person to person, industry to industry, level of education age, nature of work etc. Motivation may range from very high to very low. The concept of motivation should be applied for progressive result of the company.

Through this study it is clear that there are various factors which influences the motivation and productivity of the employees like understanding attitude from the management, job security, good wages, loyalty from management, good working conditions, rewards and recognition for

the job done, are getting much more importance. Both financial and non-financial incentives are important for motivating employees.

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