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RESEARCH ARTICLE

Perception of Employees Motivational Level of Working in Thermoware Industries, Haridwar, Uttarakhand.**Mrs. Yasha Tejwani Goel.**

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Human Resource is considered as a vital asset for success of any organization. It was a time when employees were just considered as factor of production. They had no say in decision making. But now time has changed, environment in which we are living is volatile and there is fierce market. There are changes in every step and to keep in pace with this changing environment management has to come up with innovative ideas. Not only innovative ideas but there acceptance by employees is also necessary. Therefore it becomes very important for management to create such an environment that motivate employees working at all levels to accept these changes and other policies and decisions of management. In this research paper, analysis of motivational level of employees working in thermoware industries, Haridwar, Uttarakhand is done. The objective is to find out which category of employees are motivated and more committed towards organization. For this purpose employees are categorized on the basis of demographic profile, i.e. age, qualification, designation and department. Cello and Milton thermoware industries was selected for this purpose. Data were collected from 100 employees through stratified random sampling method. Analysis was done using descriptive statistics and ANOVA was used to reach out conclusions. The findings imply that there is significant difference in the motivational level of employees categorized on the basis of demographic profile. Results of the study reveal that there is heterogeneity in perception of employees concerning motivation. Some employees are more motivated than others. The study also revealed that there was significant between employees partitioned on the basis of age concerning motivational level of employees

*Copy Right, IJAR, 2016,. All rights reserved.***Introduction:-**

Motivation plays important role in high performance in organization. Employees in organization gets motivated when supportive environment is provided to them. Organizations that provide open and supportive climate to their employees have positive impact on employees motivation. Organizations that are concerned for employees welfare and offer fair and competitive reward system get appreciated. Every organization has got mixture of people with different needs, perceptions, goals etc. motivation is giving employees guidance, direction, resources and rewards so that they are inspired and keen to work in the way that organization want them to (Ludhans, 1992). It can be seen in present scenario that there are challenges and competition all around. If an employee finds that there is limited opportunity in current job he may decide to go for change. This may result in loss of skills, knowledge and experience from organization. Mullins (2005) effectively motivating employees is one of the most important functions of a manager so that there are no such loss of employees. Motivated employees have significant impact on organization not only in economic terms but also reduced cost to corporations. They also have impact on needs of customers. Managers who can motivate employees assist the organization by improving employee retention. Hence, the objective of this research paper is to identify motivational level of employees working in thermoware industries. Organizations having motivated employees are believed to be survive long in competitive market.

Review of literature:-

Kalimullah (2010) in his study suggested that a motivated employee has his goals aligned with those of the organization and directs his efforts in that direction. This leads to achievement of both organizational and employees goals. Where there are motivated employees organizations are more successful, as employees of these organization continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kalimullah et al, 2010).

Organizational effectiveness refers to locating targets and attaining them proficiently in spirited and energetic surroundings (Constant.D, 2001). In a study conducted to examine the relationship of organizational effectiveness and employee performance and motivation in the telecommunication and banking sector of Pakistan. A sample of 103 respondents was taken and Pearson correlation was applied. The results of the study showed that there exists significant positive correlation (0.287) between employee motivation and organizational effectiveness (Muhammad et al, 2011).

Organizations having autocratic leadership styles, mechanistic design and authoritarian rules as practiced in African organizations, where decision making rests with top management and employees have to just follow orders may suppress innovativeness. It hinders motivation and has got negative effect on organizational performance, growth and effectiveness (Constant.D. et al, 2001). An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Matthew.J. et al, 2009).

Objectives of the study:-

The study tries to collect data from those areas and to answer the following questions:

1. To enhance the understanding of motivational level, its nature and complexity across different types of groups formed in the selected thermoware companies of Haridwar, Uttarakhand on the basis of age, educational qualification, hierarchical level and function performed.
2. To determine the significant differences between different groupings formed on the basis of age, educational qualification, hierarchical level and function performed concerning motivational level.

Hypothesis:-

H_0^1 There is no significance differences between employees partitioned as the lower age group (23-29 years), the middle age group (30-39 years), and the higher age group (40-58 years) concerning motivational level of employees.

H_1^1 There is significance differences between employees partitioned as the lower age group (23-29 years), the middle age group (30-39 years), and the higher age group (40-58 years) concerning motivational level of employees.

H_0^2 There is no significance differences between employees partitioned as the low qualification level, the middle qualification level, and the high qualification level concerning motivational level of employees.

H_1^2 There is significance differences between employees partitioned as the low qualification level, the middle qualification level, and the high qualification level concerning motivational level of employees.

H_0^3 There is no significance differences between employees partitioned as the junior management level (grades: I-III), the middle management level (grades: IV and V) and the senior management level (grades: VI-VIII) concerning motivational level of employees.

H_1^3 There is significance differences between employees partitioned as the junior management level (grades: I-III), the middle management level (grades: IV and V) and the senior management level (grades: VI-VIII) concerning motivational level of employees.

H_0^4 There is no significance differences between employees partitioned on the basis of different functions performed concerning motivational level of employees.

H_1^4 There is significance differences between employees partitioned on the basis of different functions performed concerning motivational level of employees.

Methods:-

Participants:-

The sample of present research consisted of a total of 100 employees, 50 from Cello and other 50 from Milton thermoware.

Data Collection:-

For primary research data was collected using survey method. The data was collected by visiting selected industries and distributing it to employees working in organisation through HR executives. Self structured questionnaires were used to collect data for the same. Data collected was analysed using statistical methods.

The required secondary data related to the study has been collected from different sources including text books, articles published in journal, periodicals, doctoral research thesis, online library, online books and various related websites.

Statistical Tools:-

Descriptive and inferential statistics is used to make analyses of motivational level of employees. Respondent were categorized as according to demographic profile. Self structured Five Point Likert Scale was used and respondents were to give their opinion for each question in scale of Strongly agree=5, Agree=4, Neutral=3, Very less agree=2, Do not agree=1. The reliability of the scale was determined and the value of α was .82 which is acceptable. Employees with high mean score seem to be highly motivated than others. SD was calculated to check variations between. Statistical tool ANOVA was used to determine whether there was any significant differences between the means of two or more independent (unrelated) groups (although it is tend to be seen when there are a minimum of three, rather than two groups).

Results and discussion:-

Analyses on the basis of age:-

To make analyses of motivational level of employees on the basis of age employees were partitioned as the lower age group (23-29 years), the middle age group (30-39 years), and the higher age group (40-58 years).

Table 1.1 shows the descriptive statistics for motivation of respondents age wise , it is understood that respondents of middle age seem to be motivated the most followed by higher and lower aged group .

Table 1.1 Descriptive statistics for motivation - Age wise

Age	n	mean	SD
Lower	35	51.982	15.53624
Middle	43	61.27586	10.09046
Higher	22	57.86861	15.65897

The researcher further tested for the significance of the difference among the sample means through an Analysis of Variance (ANOVA). This is done by F-test for testing the significance of the difference of one measure i.e. motivation in all three age groups understudy. The ANOVA results showed that the calculated value of F at $V^1=2$ and $V^2=249$ is 6.081633 which is higher than the table value of 3.029725 at 5 % level of significance. Since the calculated value is higher than the table value and thus $p < .050$, there is significant difference among motivational level of the respondents categorized on the basis of three age groups . Hence, null hypothesis H_0 is rejected.

Analyses on the basis of qualification:-

To make analyses of motivational level of employees on the basis of qualification employees were partitioned as the low qualification level (intermediate, having diploma in concerned course), the middle qualification level (bachelor degree holders), and the high qualification level (masters degree and professional degree holders) .It can be observed from Table 1.2 that there exists very little difference in the mean score of respondents of the three different qualification groups . Respondents with low qualification are little more motivated than the respondents with higher & medium qualification.

Table 1.2 Descriptive statistics for motivation- Qualification wise

Qualification	n	mean	SD
Lower	21	59.67647	10.74601
Middle	55	56.70833	16.00126
Higher	24	57.59836	15.0111

The ANOVA results of sample mean showed that the calculated value of F at $V^1=2$ and $V^2=249$ is 0.329712 which is lower than the table value of 3.029725 at 5 % level of significance. Since the calculated value is lower than the table value and thus $p > .050$, there is no significant difference concerning motivation among the respondents of the three qualification groups. Hence, null hypothesis H_0^2 can't be rejected.

Analyses on the basis of designation:-

To make analyses of motivational level of employees on the basis of designation employees partitioned as the junior management level, the middle management level and the senior management level. Table 1.3, shows that respondents belonging to higher designation are more motivated followed by respondents belonging to lower and medium designation group.

Table 1.3 Descriptive statistics for motivation – Designation wise

Designation	n	mean	SD
Lower	21	57.16949	14.58288
Middle	67	56.5906	15.12427
Higher	12	60	14.18811

The ANOVA results showed that the calculated value of F at $V^1=2$ and $V^2=249$ is 0.90038 which is lower than the table value of 3.029725 at 5 % level of significance. Since the calculated value is lower than the table value and thus $p > .050$, there is no significant difference concerning motivation among the respondents of the three designation groups. Hence, null hypothesis H_0^3 can't be rejected.

Analyses on the basis of department

To make analyses of motivational level of employees on the basis of department employees partitioned on the basis of different functions performed. It included departments like R & D, quality, production, and miscellaneous. It is understood from Table 1.4 that respondents of miscellaneous are most motivated. Also table shows that there exists very little difference in the mean score of respondents of the four different department groups. Respondents of miscellaneous groups are little more motivated than the respondents of quality followed by production and R & D. Hence, null hypothesis H_0^4 can't be rejected. The ANOVA results showed that the calculated value of F at $V^1=2$ and $V^2=249$ is 2.153386 which is lower than the table value of 3.029725 at 5 % level of significance. Since the calculated value is lower than the table value and thus $p > .050$, there is no significant difference concerning motivation among the respondents of the four department groups.

Table 1.4 Descriptive statistics for motivation – Department wise

Designation	n	mean	SD
R & D	9	53.78431	14.97373
Quality	13	57.87452	14.89689
Production	35	57	15.42161
Miscellaneous	43	59.91089	14.19443

Conclusion:-

The purpose of the present study was to assess motivational level of employees working in thermoware industries in Haridwar, Uttarakhand. First, objective of the study was to enhance the understanding of motivational level, its nature and complexity across different types of groups formed in the selected thermoware companies of Haridwar, Uttarakhand on the basis of age, educational qualification, hierarchical level and function performed. On the basis of statistical tools applied above it can be concluded that there was heterogeneity across different types of groups concerning motivational level of employees. Respondents of middle age seem to be motivated the most followed by higher and lower aged group. While there was very little difference in the mean score of respondents of the three

different qualification groups. Respondents with low qualification are little more motivated than the respondents with higher & medium qualification.

Respondents in higher designation were more motivated followed by respondents belonging to lower and medium designation group though there was very little difference in the mean score of respondents of the three different designation groups. Respondents of miscellaneous department were most motivated. There was very little difference in the mean score of respondents of the four different department groups.

Second, objective of the study was to determine the significant differences between different groupings formed on the basis of age, educational qualification, hierarchical level and function performed concerning motivational level. For this purpose, statistical tool ANOVA was used to determine whether there was any significant differences between the means of two or more independent (unrelated) groups (although it is tend to be seen when there are a minimum of three, rather than two groups). This analysis can be done at 1%, 3% and 5% level of significance. Usually 5% of significance is taken into consideration. Both the values, the calculated value and table value are compared with one another and decision is drawn. If the calculated F – value is more than the table value then null hypothesis is rejected by accepting the alternative hypothesis. Similarly if the calculated value is less than the table value the null hypothesis is accepted.

In case of analysis of variance done on the basis of age $p < .05$, therefore it was concluded that there is significance differences between employees partitioned as the lower age group (23-29 years), the middle age group (30-39 years), and the higher age group (40-58 years) concerning motivational level of employees.

While, in other cases value of $p > .05$, therefore it can be concluded there is no significance differences between employees partitioned as the low qualification level, the middle qualification level, and the high qualification level concerning motivational level of employees.

There is no significance differences between employees partitioned as the junior management level (grades: I-III), the middle management level (grades: IV and V) and the senior management level (grades: VI-VIII) concerning motivational level of employees.

There is no significance differences between employees partitioned on the basis of different functions performed concerning motivational level of employees.

All above analysis, interpretation and discussion reach at a conclusion that there is heterogeneity to some extent concerning motivational level in employees working in cello and milton thermoware industries, Haridwar, Uttarakhand. There was also significant difference in the perception of motivational level of respondents as according to age.

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