



# A Study on Impact of Employee Motivation on Employee Performance

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## ABSTRACT

Motivation has long been a major worry for organisations and human resource managers because it is a crucial sign of productive employee performance within a company. It is a complex and difficult job to motivate employees in an organisation because of the broad variety of management, employee, organization, and workplace-related factors. Therefore, the organisation and human resource manager should use a variety of strategies and methods to motivate workers. For an individual to join any organization, there are various requirements and expectations. Human resource managers use monetary and non-monetary variables to accomplish various organisational and employee-related goals.

The goal of the current study is to understand how employee motivation affects productivity. As the primary tools for gathering the required data to carry out this research work, the descriptive method and questionnaires embedded were used. Data is collected from the sample size of 44, including faculty members, assistants, office assistants, employees in training, and security personnel. Both extrinsic and intrinsic motivation factors are significant in motivating workers, according to a critical review of the literature and a quantitative analysis of the survey data. The research found that among various extrinsic and intrinsic motivation factors, including job security, career growth, positive relationships with co-worker's, a sense of accomplishment, training and development, and a sense of recognition, pay is the most powerful motivator. This level of employee motivation is further revealed by the research.

**Keywords:** Employee motivation, employee performance, monetary and non-monetary, extrinsic, and intrinsic motivation factors.

## I. INTRODUCTION

Human Capital is the key driving force for any organization, which renders endless efforts to achieve the organizational goal. The employees, therefore, regarded as unsurpassed vital resources of every organization. The employees who have the inherent attributes like emotions, feelings and thought of achievement is the biggest challenge to the organization and the issue of employee motivation has become the most indispensable part of the Human Development strategy for a management. Along with the above challenges, the trend of downsizing and a shift away from life time employment has resulted in employee labouring and performance level with a higher level of difficulty.

An understanding of employee motivation has become even more critical due to the rapidly changing nature of organizations. Organizations are becoming global and are shifting from traditional hierarchical structures to decentralized structures, and adopting the concept of teams. These changes, along with the trend of downsizing and a shift away from lifetime employment, have resulted in employees labouring higher levels of anxiety. This has a great impact on a workplace and highlights the importance of understanding employee motivation at work today more than ever, particularly because motivation triggers off almost all major aspects of the organization, including satisfaction, organizational commitment, job design, benefit programs and job involvement.

### 1.1 MOTIVATION

The effectiveness of work depends on the willingness of employees to do assigned tasks with involvement and enthusiasm. Therefore, Motivation is one of the most important factors affecting human behaviour and performance. Motivation is something inside the person that drives them to action. Motivation represents an energy which guides the employees towards fulfilling a goal.



Motivation emerges in current theories, out of needs, values, goals, intentions, and expectation. Motivation represents an energy which guides us towards fulfilling a goal.

In short, motivation in an organization is effective if employees fulfil their personal needs and goals through organizational goals. A highly motivated employee knows what to do and how to reach the predetermined goal in the most effective manner. Modern management is increasingly aware of the importance of employee motivation and is handled with great care and attention.

## 1.2 TYPES OF MOTIVATION

Self-Determination Theory (SDT) is a psychological theory, which deals with internal or external and called intrinsic or extrinsic motivation as related to the level of competence or incompetence the people feel. This theory was developed by Edward. L. Deci and Richard M. Ryan and redefined by many researchers. According to this theory, Motivation can be

- Intrinsic Motivation
- Extrinsic motivation

### 1.2.1 Intrinsic Motivation

Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. It is the self-generated factors that influence people to behave in a particular way or to move in a particular direction. Intrinsic motivation is defined as doing an activity for its inherent satisfactions rather than for some separable consequence. Intrinsic motivation reflects the internal desire of a person to satisfy the inner needs.

### 1.2.2 Extrinsic Motivation

Extrinsic motivation refers to motivation that comes from outside an individual. It is concerned with the external factors which employees enjoy. Extrinsic motivation involves executing an action to achieve external rewards or reinforcements. Extrinsic motivation can be defined as, "it pertains to a wide variety of behaviors that are engaged in as a means to an end and not for their own sake"

Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. The intrinsic motivators, which are concerned with the „quality of work life“, are likely to have deeper and longer-term effect because they are inherent in individual and not imposed from

outside.

## 1.4 STATEMENT OF THE PROBLEM

There has been a lot of study in the area of Motivation, still it remains unexplored to some extent and yet a general understanding has not been developed when it comes to studies conducted at different times and in different work environment.

One of the greatest challenges organizations face today is how to manage turnover of work force that may be caused by migration of a lot of industrial workers, especially, those who are low motivated. Therefore, it has become an important area of research that how to reduce turnover and absenteeism and improve performance of an organization. Thus, if employees are motivated, it helps the company perform better and strive for high quality. This point of view emphasizes the importance of the study of Motivation and its relationship to some other relevant factors. With this background in mind, we can say that our present study is very crucial and holds lots of importance for organizations as well as employees.

Workers leave organization since they are not motivated enough. Some are not willing to leave because they are enjoying some benefit in terms of promotion, which leads to increase in salaries and wages, bonus, and some other incentives.

## 1.8 OBJECTIVES OF THE STUDY

- To study the personal and occupational profile of the employees working.
- To study the monetary factors motivating the employees.
- To study the non-monetary factors motivating the employees in the study domain.
- To study the employee performance.

## 1.9 INDUSTRY PROFILE

Printing and Print – Packaging industry in India is growing; people are taking keen interest in this key industry now. There are more than 36 printing institutes some of these giving even post-graduate education. Every year more than 3500 new printing engineering graduates joins the industry, while still much more get on the spot training in the print shops. Printing especially Packaging printing is now one of the industries. It is said that since 1989 the growth of the Printing coupled with Packaging Printing industry is over 14%.



Printing industry encompasses numerous fields of every economy. printing industry generate a wide range of products which require in every step of our everyday life. Starting from newspaper, Magazine, books, post cards to memo pads and business order forms each are the products of printing industry.

### 1.9.1 OVERVIEW

The compounded annual growth rate of the Indian Printing Industry is estimated to be 12.2% for the period 2007-12. The objective is to achieve 60% growth by the year of 2014. The printing industry of India is highly fragmented. Newspapers and magazine publishing section have the large printers apart from a few in package, label, and commercial printing. About 77% of the printing houses are family-owned. From 2002 onwards the government allowed foreign investment. Foreign investors can now invest up to 26% in daily newspapers and 100% in scientific or other publications with government approval. Printing sector has evolved from a manufacturing industry into a service industry in India of late. Publishing have come up to the international standards as well.

### 1.9.2 SIZE OF INDUSTRY

Indian screen-printing industry can be defined as the multicolored and multi-layered as the country itself. It exists for 40-45 years and it has touched almost all segments like textile, ceramic, industrial, CDs, POPs, advertising, and digital India the country which is centuries old, vast, enormous and has second largest population in the world, the printing Industry is reasonably young and not that large probably doing the background work for all the main industries. Even though one would argue about numbers, the Indian screen-printing industry can be said to have about 65,000 - 1, 00,000 printers Despite the size of the Indian Printing industry, it is one of the most dynamic sectors of the Indian Economy with an annual growth rate of about 15-20% Due to the huge potential of the Printing industry for growth, all international brands and players are represented in India either directly or through their distributors.

### 1.9.3 FUTURE TRENDS

Future of Offset printing is a mature technology and its growth is flat. On the other hand, digital printing is enjoying a double-digit growth. But despite all, offset technology is still the dominant world printing technology that holds almost half of the world's consumption of printed applications. According to the analyses of Info Trend's "2013-2018 Global Production Printing &

Copy Marketing Forecast," the overall digital printing will grow to 500 billion pages printed with digital technologies, but this volume represents a very small share of total printed material worldwide. Of course, digital printing is growing rapidly, but still it is small piece of pie compared to the huge slice covered by offset printing technology.

## II. REVIEW OF RELATED LITERATURE

**Dr.Nadema Alijaf and Zana Majed Sadq (2015)**, "The Impact of Employee Motivation on Organizational Performance – An Empirical study at Hayad University – Erbil / Irak". Aims to determine the factors that can motivate employees. Primary data have been collected through issue the questionnaire. The sample size is 45 employees by adopting convenient sampling method. Pearson Correlations and Multiple regression analysis have been used to analyze the data. As a result, when these motivation factors are not obtained, employees tend to express their dissatisfaction through poor performance and non-commitment to their actions.

**Jisha C L (2016)**, "A Study on Employees Motivation with Special Reference toBSNL". This study is to identify the motivational factors adopted by BSNL. Primary data have been collected through issue the questionnaire. The sample size was 60 by adopting convenient sampling method. Simple percentage analysis, ranking method and weighted average method was used for the analysis. They found that majority of the employees are satisfied with both financial and non-financial incentives. The most motivational factor in financial incentive is salaries and wages and non-financial incentive is relationship with co-workers.

**Faisal N.Al-Madi and Husam Assal (2017)**, "The Impact of Employee Motivation on Organizational Commitment". The purpose of this study is to investigate the impact of motivating the front-line employees of retail stores in Jordan on the organizational commitment. A total of 97 respondents by adopting convenience sampling technique. Data collected were analyzed by the application of statistical tests i.e., Cronbach's alpha reliability, Pearson correlation and Simple Linear Regression using SPSS 20.0. This study suggests that investing on motivational factors such as wages, that is important towards achieving employee's motivation and commitment where that when employees level of motivation and commitment are high, production activities will increase correspondingly.

**Dr.T. Navaneetha and K.Bhaskar (2018)**,



“A Study on Employee Motivation at WorkPlace with reference to BSNL, Kadapa”. Aims to identify the factors that motivate employees. Primary data have been collected through issue the questionnaire. The sample size was 120 employees by adopting stratified random sampling method. Factor Analysis and Chi-Square test have been used to analyze the data. They find that company need to concentrate on providing motivational things to the employees irrespective of their age, gender, designation, employment status, marital status and work experience as it creates more dedication and support from the employees to the management.

### III. RESEARCH METHODOLOGY

#### 3.1 INTRODUCTION

This part explains the methodology used in this study. The methodology includes sources of data. Sample size, area of the study and framework of analysis.

#### 3.2 RESEARCH DESIGN

The study is descriptive in nature, as it describes opinion on the effectiveness of motivation. A research design is the arrangement of condition for collection and analysis of data in manner that aims to combine relevance to the research purpose with economy in procedure.

#### 3.3 SAMPLING METHOD

To study the Project a Survey Method is adopted. The study depends on primary data. A pilot study is conducted to validate the questionnaire and to confirm the feasibility of the study. Based on the pilot study, the questionnaire is modified suitably to elicit response from the sample group.

#### 3.4 POPULATION SIZE

Population size 50, according to Sensex survey method a questionnaire has collected from 44 employees.

#### 3.5 SAMPLING SIZE

Sample of 44 employees were taken into study, and their data were collected. Samples for the purpose of the study are selected systematically.

#### 3.6 METHOD OF DATA COLLECTION

The data for this study are of two types:

- Primary data
- Secondary data

##### 3.6.1 PRIMARY DATA

Primary data is the data is collected from the respondent for the first time, it is original in nature. For the purpose of collection of primary data, a well-structured questionnaire was framed and filled by the respondents. The questionnaire comprises of close ended as well as open ended questions. In close ended questions, checklist questions and multiple-choice questions are used.

##### 3.6.2 SECONDARY DATA

Secondary data are collected from books, magazines, web sites etc, and both open ended & close-ended questions are incorporated in the questionnaire for the collection of data.

#### 3.7 STATISTICAL TOOLS

The following statistical tools are used in the study

- Chi – square test
- Correlation
- ANOVA

### IV. ANALYSIS AND INTERPRETATION

#### 4.1 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Variable	Frequency	Percentage	
<b>Gender</b>	Male	24	55
	Female	20	45
<b>Age</b>	Below 30 years	12	27
	31-40 years	18	41
	41-50 years	8	18
	Above 50 years	6	14
<b>Marital Status</b>	Married	27	61
	Unmarried	17	39
<b>Academic Qualification</b>	UG	17	39
	PG	18	41
	Diploma	9	20
<b>Designation</b>	Top Level Executive	10	23
	Middle Level Manager	27	61
	Operation Level Employee	7	16



<b>Salary per annum</b>	Rs.3,00,000 - Rs.4,00,000	12	27
	Rs.400,001 - Rs.5,00,000	21	48
	Rs.5,00,001 - Rs.6,00,000	7	16
	Above 6,00,000	4	9
<b>Experience</b>	Below 10 years	17	39
	10-20 years	14	32
	Above 20 years	13	29

The Respondents in this survey, 55% were males, 41% were between (31 – 40) years old, 61% were married, 41% were PG graduates, 61% were Middle level manager category, 48% were getting 4,00,000-5,00,000 salary per annum and 39% were having Below 10 years' experience.

#### 4.2 CHI – SQUARE

##### ASSOCIATION BETWEEN EXPERIENCE AND SALARY PER ANNUM HYPOTHESIS TESTING

**H<sub>0</sub>:** There is no association between experience and their salary per annum.

**H<sub>1</sub>:** There is an association between experience and their salary per annum.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	54.937 <sup>a</sup>	12	.000
Likelihood Ratio	19.626	12	.075
N of Valid Cases	44		
a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .02.			

#### INTERPRETATION

From this test, the minimum expected count is 0.02. But low cells have expected count more than 5. So, null hypothesis is rejected, accepted the alternate hypothesis. There is an association between experience and salary per annum.

#### 4.3 CORRELATION ANALYSIS

There are several different correlation techniques. The survey systems optional statistics module includes the most common type, called the person or product moment correlation. The module also includes a variation on this type called partial correlation. The latter is useful when you want to

look at the relationship between two variables while removing the effect of none or two other variables.

#### RELATIONSHIP BETWEEN SUPERIORS HELP IN EMPLOYEES' PERSONAL ISSUES AND CORDIAL RELATIONSHIP WITH PEER TEAM EXIST IN COMPANY HYPOTHESIS TESTING

**H<sub>0</sub>:** There is no significant relationship between age and monetary factor.

**H<sub>1</sub>:** There is a significant relationship between age and monetary factor.

Correlations			
		Age	Monetary factor
Age	Pearson Correlation	1	.016
	Sig. (2-tailed)		.919
	N	44	44
Monetary factor	Pearson Correlation	.016	1
	Sig. (2-tailed)	.919	
	N	44	44





### INTERPRETATION

The correlation significant at 0.05% level. The calculated value is 0.919 which is greater than 0.05 ( $0.919 > 0.05$ )

Thus, the Null hypothesis ( $H_0$ ) is accepted, so there is no significant relationship between age and monetary factor.

### ONE-WAY ANOVA

### SIGNIFICANT DIFFERENCE BETWEEN EXPERIENCE AND ORGANIZATIONAL EFFECTIVENESS

#### HYPOTHESIS TESTING

$H_0$ : There is no significant difference between experience and organizational Effectiveness.

$H_1$ : There is a significant between experience and organizational Effectiveness.

ANOVA					
EXPERIENCE					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	7.386	10	.739	1.096	.394
Within Groups	22.250	33	.674		
Total	29.636	43			

### INTERPRETATION

The above table shows that the P value (0.394) is more than 0.05. So, there is no significant. Then the sum of squares within group and between groups values have 22.250 and 7.386 respectively based on the organizational effectiveness with respect to the experience of the respondents. Hence therefore the null hypothesis is accepted.

### V. FINDINGS

- There is an association between experience and

### VI. SUGGESTIONS

- Motivation is one of the basic factors in employee working process. So, a manager must encourage employees and try to enhance motivational techniques to motivate them towards tasks.
- Managers should also give full attention to their employees and take interest in their working process. They should motivate their employee towards tasks.
- Attitude plays a vital role in the establishment of employee's character and their working process. So, manager attitude should be friendly and unbiased with everyone. Similarly, employees should behave in a proper manner. They should respect their manager to get the same response.

A statistical analysis tool that separates the total variability found within a data set into two components:

- Random factor
- Systematic factor

The random factor does not have any statistical influence on the given data set, while the systematic factors do. The ANOVA test is used to determine the impact of independent variables have on the dependent variable in a regression analysis.

their salary per annum. Hence, alternative hypothesis is accepted.

- There is no significant relationship between age and monetary factor. Hence, null hypothesis is accepted.
- The P value (0.394) is more than 0.05. so, there is no significant difference in the sum of square respectively based on the organizational effectiveness with respect to the experience of the respondents. Hence therefore the null hypothesis is accepted.
- Working habits made a great impact on employee working process. So, employees should be allowed to select the way to working. They are not enforced by anybody; otherwise, there is a chance that it affects their working process.
- Technology is advancing day by day and it has been renowned that use of technology in employee working process has become an effective tool. So, manager should use electronic media to communicate in better way. Technology helps employees to gain more knowledge and information.

### VII. CONCLUSION

Motivation is a complex concept and can help or harm an organization depending on how it is



used within an organization. If a manager takes the time to understand the needs of his/her employees, then the recognition can be extremely useful. There have been many philosophers, who have tried to understand what motivates people, but every person is different and a theory cannot describe all people. It is understandable the managers have a full-time job and do not have much down time to be spending on rewards, but it also gives them the opportunity to understand their employees and connect with them on a personal level.

Managers are not the only ones who can recognize others in the workplace. Employees can recognize each other as well. It has been proven to that one cannot directly motivate someone else, but they can give them the tools they need to motivate themselves. Managers are the resources for employees and they should make sure that their work environment is pleasant and desirable. This will help the productivity and improvement of their employees. If the above suggestions are implemented properly, managers will have a fully motivated team.

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