

Theories of Employee Performance and Motivation in relation to a selected Manufacturing Industry

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ABSTRACT

Besides ensuring that employee motivation aligns with the company's objectives, management plays a critical role in assisting people to find more rewarding and enjoyable jobs. This is a difficult task because so many different types of people work in modern businesses. A variety of factors, including the various cultures to which people belong, influence what people value and find satisfying. From the perspective manager's perspective of a manager, this study attempts to understand what influences people, what motivates them, and why they continue to engage in certain behaviors. The motivational states of the organization's employees will be examined as part of this research. To achieve the organization's goals, a highly effective programme technique for employee motivation is required. Employee motivation programmes that are effective will help not only this organization, but all organizations, realize their full potential and create positive workplace cultures as they achieve their goals. To achieve its objectives, a company must provide its employees with the motivation and encouragement they require to succeed in their professional endeavors. Employee motivation is affected by factors that are extrinsic as well as intrinsic. This particular manufacturing company appears to be experiencing employee motivation issues for a variety of reasons, which has hampered customer satisfaction and on-time delivery of goods and services. The purpose of this research is to identify the factors that influence motivation and the relationship between motivation and job performance. Employee motivation and performance have been found to be significantly influenced by a positive work environment, the opportunity to gain valuable experience, the alignment of employees' skills and tasks, and benefit packages. Based on extensive observation following the implementation of motivational techniques, it was clear that motivated employees contributed to organizational efficiency and were critical in successfully reducing the issue of late deliveries and increasing customer satisfaction. These findings were the primary findings of this study.

Keywords: Motivation, Rewards, Recognition, Employee Performance, Manufacturing Industry

INTRODUCTION:

Workforce motivation has always been and will always be a critical factor in achieving a company's success and goals. The level of motivation among employees working in manufacturing units has generally decreased due to a variety of factors such as a lack of resources, organizational difficulties with staff management, a lack of training and guidance, and an unbalanced mix of extrinsic and intrinsic rewards, an increase in unemployment, rapid globalization, and unfavorable economic conditions. The purpose of this research is to identify the factors that influence motivation and how they impact employee and organizational performance. To collect data for analysis, a survey method is used.

People have risen to the top of society to take on leadership roles and make decisions since the beginning of time. These choices frequently determined whether a person had access to food or went hungry, whether they had a place to sleep or were homeless, and, on rare occasions, whether they lived or died. There have been numerous significant advances in technical knowledge throughout human history, both of which have improved our quality of life. Despite significant progress, humanity's basic needs have remained unchanged. "How can we excite our employees?" is a question that managers frequently ask themselves. One of the most important responsibilities of a manager is to effectively motivate employees so that they can achieve the intended goal. There is evidence that businesses are having difficulty retaining employees as a result of the limited opportunities for professional advancement and the current competitive labour market. It does not appear that the situation will improve significantly anytime soon. Worker departures, as well as the costs and expenses incurred by businesses, may have a significant impact on the economy and the costs and expenses incurred by businesses. It may also have an impact on what consumers require. Managers who can inspire their teams reinforce positive behaviors and increase employee retention. This is advantageous to the organization. As a result, managers' ability to consistently inspire their teams to produce the best results is a key factor in determining whether or not a company is successful. The purpose of a goal, one's ability to change behavior, and an inner drive are all elements of motivation, which leads to goal-directed and goal-oriented behavior. The prizes awarded may be monetary or non-monetary in nature. The following research methodology was used to clarify how motivation affects worker performance. Empirical research would be used to determine whether or not the proposed method is appropriate.

Review of literature

One of the most important responsibilities is to effectively manage a company's assets, including its most valuable resource, human capital. Motivating employees is still an important part of the job of managing assets for the company's success. According to **Baron**, who is cited in **Shafi (2011)**, there is a strong link between employee motivation and job performance. According to **DeCenzo and Robbins (2005)**, ineffective use and management of human resources makes it difficult for organizations to achieve their goals. Furthermore, **DeCenzo and Robbins (2005)** emphasize the importance of human resources in achieving organizational goals.

The concept of motivation is difficult to grasp due to its complexities. Motivation is a word that can mean a variety of things to different people. While **Tyson (2006)** believes that motivation is a force within people that pushes them to behave in a variety of ways, **Meija, Barkin, and Cardy (2004)** define motivation as thrilled, aimed, and continuous human behavior. The term

"motivation" refers to enthusiastic, intentional, and persistent human behavior (Meija, Barkin & Cardy, 2004). Tyson (2006) concurs with Meija et al. that one of the characteristics of motivating behavior is that it has a clear direction. In a similar vein, Robbins and Judge (2008) agree that the assiduity and duration with which an individual works to achieve a desirable goal can influence his motivational process. In many of today's most successful businesses, having a motivated workforce is critical to gaining a competitive advantage.

According to Robbins, Judge, and Sanghi (2007), it is more important to understand the factors that motivate employees than it is to ask whether a person is motivated or not. It is still unclear how motivation should be instilled in the workforce because they believe the question is not whether a person is motivated or not. Employee motivation must be the primary focus of management efforts if they want to see improved levels of productivity and workplace behavior, as human resources are a company's most valuable asset. According to DeCenzo et al. in their article, the main goal of the motivation function is to create an environment that encourages and supports the skilled, knowledgeable, competent, and informed workforce to exert more effort towards achieving organizational goals. The findings of the study shed light on the relationship between employee motivation and productivity, as well as the factors that promote employee motivation. There aren't many key concepts for understanding what factors influence motivation. The Herzberg two-factor theory, Fredrick Taylor's theory, and Abraham Maslow's theory are three of these theories.

Factors taken into account for the study

1. **Goals and ambitions:** To be completely satisfied, they must be both realistic and attainable. Problems can arise when the goals are set too low (resulting in feelings of dissatisfaction) or too high (resulting in a constant lack of achievement). They must also be acceptable to the person who will be impacted in terms of self-worth, self-image, and self-value. This ensures that positive outcomes based on a desire for greater levels of comfort, capability, and wellbeing occur. Additionally, they must be acceptable to the society and environment in which the person lives and works, as well as capable of harmonizing and integrating with those aspects of society and environment (or at the very least, not objectionable) (Pettinger, 2002).
2. **Recognition:** It is critical to consider the type of recognition received and the degree to which it is given upon achieving specific goals in order to develop healthy levels of self-esteem and a sense of self-worth. As a result, the desire for recognition becomes a driving force in and of itself. People are more likely to pursue goals that will be recognized and valued by the people and organizations whose opinions and judgments they value, such as their families, friends, peers, and social groups, in addition to their employers. Negative emotions may result if this awareness is delayed or denied (Pettinger, 2002).
3. **Achievement:** The components of a sense of accomplishment are the anticipated and actual benefits of achieving a specific goal. When all of these elements work flawlessly together, high levels of performance are attained, and they are frequently attained when the actual benefits outweigh the anticipated ones. Low levels occur when the anticipated rewards do not materialize, diminishing the value of the achieved success. The term "success" is frequently used to describe people who have achieved a lot. Failure can be defined as a lack of success or the inability to achieve one's goals.

4. **The need for success:** In order to achieve success, people frequently focus on what they are certain they can accomplish, what they believe they can accomplish, or what they believe they might be able to accomplish.

Research Questions

- i. What are the factors that affect employee's motivation?
- ii. What is the relationship between employee's job performance and motivation?

OBJECTIVES OF THE STUDY

There are two objectives of this study which are as follows:

- i. To investigate the impacting factors of motivation towards employees performance in the selected manufacturing unit.
- ii. To examine the relationship between employee's job performance and motivation with evidence to the selected manufacturing unit.
- iii. To suggest motivational measures that can implemented in organizations.

Hypothesis:

There is a relationship between employee motivation and job performance

Research Methodology:

The purpose of this study is to investigate the factors that influence employee motivation as well as the relationship between motivation and productivity. It was decided to collect data using a quantitative approach. For this study, data was gathered from both primary and secondary sources. The primary data came from a survey that included closed-ended, structured questions, and the secondary data came from previous studies. While secondary data collection was done to learn more background information, primary data collection was done to gather accurate and reliable data for analysis. The survey method was chosen because it allows for the collection of a large amount of data in the allotted time frame. Using the data gathered, the goal of this study will be to outline the factors that motivate employees as well as the relationship between motivation and output. The manufacturing unit's central human resources department assisted in transmitting the questionnaire to the factory unit, where it was then distributed to a sample of fifty respondents who were then interviewed for the study. This research is being conducted within the workforce of the chosen organization.

Population and sampling Technique

This study included employees from the chosen organization in Hyderabad, Telangana. These employees were drawn from a variety of corporate departments. This study's sample included both technical and non-technical employees. These employees were chosen at random. The data for this study was gathered using a random sampling method. Fifty people were included in the sample. Employees were chosen for selection based on a difference in performance following the implementation of the motivating strategy. The research's target respondents were chosen using a combination of quota sampling (which included employees of the chosen organization) and a simple random sample procedure.

The purpose of the study was explained to the employees of the chosen organization, and those who were eager to participate in the research were able to do so.

RESULT ANALYSIS AND DISCUSSIONS:

The findings of this study were the responses of the employees of the chosen organization in Hyderabad; the gender of each instrument component was examined. A questionnaire with a five-point Likert scale was used to collect data from the respondents using the survey method. According to this scale, 1- denotes a strong disagreement, 2- disagreement, 3- uncertainty, 4- agreement, and 5- strong agreement.

Frequency and Percentage analysis of Demographic factors

Demographics Factors		F	%
Gender	Male	41	82
	Female	9	18
Total		50	100
Age	18-25	2	4
	26-30	15	30
	31-35	16	32
	Above 35	7	14
Total		50	100
Qualification	Below Intermediate	14	28
	Graduate	30	60
	Post Graduate	6	12
Total		50	100

Table 1 of the results shows the demographic factor values for gender, age, and education. Only 18% of respondents are women, with 82% of respondents being men. The group of respondents who are between the ages of 26 and 30 make up 30% of the respondents in the organization that was chosen. Graduates make up the largest percentage of respondents, followed by respondents with intermediate qualifications, according to the results value.

Reliability analysis – scale (ALPHA)

Reliability analysis of overall collection tool

Reliability coefficients

Number of cases = 50.0: Number of items = 19

Alpha = .8852

An alpha analysis, also known as a reliability analysis, was carried out to ascertain the validity of the questionnaire. The study produced a dependability coefficient of .8852, which is very close to the highest value that could be obtained. The questionnaire's layout and respondents' answers both complied with the requirements for validity and reliability.

Table 2: Data analysis showing mean, model impact result values for the Motivational variables impacting employee performance in the selected organization:

S. No	Statement	Mean	Level of Agreement	Model value	Impact
1	MI-1	4.8	Strongly Agree	6.451	Positive Impact
2	MI-2	4.1	Strongly Agree	-2.101	Negative Impact
3	MI-3	3.52	Agree	-16.759	Negative Impact
4	MI-4	2.41	Neutral Opinion	-11.482	Negative Impact
5	MI-5	3.66	Agree	16.726	Positive Impact
6	MI-6	3.61	Agree	-9.657	Negative Impact
7	MI-7	3.44	Agree	-8.93	Negative Impact
8	MI-8	2.66	Neutral Opinion	-5.438	Negative Impact
9	MI-9	4.71	Strongly Agree	5.897	Positive Impact
10	MI-10	3.52	Agree	8.834	Positive Impact
11	MI-11	4.28	Strongly Agree	3.646	Positive Impact
12	MI-12	4.18	Strongly Agree	7.262	Positive Impact
13	MI-13	2.11	Neutral Opinion	1.965	Positive Impact
14	MI-14	4.48	Strongly Agree	1.835	Positive Impact
15	MI-15	4.44	Strongly Agree	4.879	Positive Impact
16	MI-16	2.28	Neutral Opinion	8.084	Positive Impact
17	MI-17	4.34	Strongly Agree	9.236	Positive Impact
18	MI-18	4.57	Strongly Agree	8.461	Positive Impact
19	MI-19	2.68	Neutral Opinion	-3.646	Negative Impact

According to result table 2, 100% of respondents strongly agree with the notion that motivational tools have an impact on workplace performance. The model value analysis reveals respondents' perspectives on identifying factors that have an impact on their job performance, and it was surprising to find that the majority identified a few factors, such as rewards, incentives, and recognition, that have no bearing on their performance. Few respondents had "neutral" opinions about the financial needs that motivate them to perform well at work. The requirements must be compatible with my capabilities for me to be enthusiastic about a project. I like my boss more for his personality than for the money he gives me. More than job stability, it's the prospect of advancement that has my attention. Performance and productivity are closely linked in my opinion.

Impact of motivation on employees' performance in the selected manufacturing unit:

According to Herzberg's two-factor theory of motivation (Herzberg, 1987), money is not even a motivator. In today's workforce, people are becoming more proficient and literate in digital technology. Managers must devise novel approaches to dealing with this knowledge workforce. As a result of knowledge and skills, compensation expectations rise. Workers in this industry will no longer be paid in beans. Maslow's hierarchy of human needs ranks bodily, social, ego, and self-actualization needs. People are motivated to meet their basic physiological and psychological needs before pursuing higher-level goals such as ego (esteem) and self-actualization. It has something to do with Herzberg. Knowing what today's knowledge workers want will help us motivate them more effectively. Given their high salaries, it stands to reason that they wouldn't perform as well if the money were the only incentive. Of course, this fits into Herzberg's theory of motivation. Managers must design jobs that are challenging and engaging

for today's information workers. As a result, since they have already satisfied their physical and social needs, knowledge workers prefer to concentrate on higher level wants like ego (worth) and self-actualization.

According to our findings, the availability of opportunities for professional development and challenges appears to have a positive effect on employees' levels of motivation at work. The majority of survey participants ranked the possibility of professional advancement above salary as their top motivator. Participants in the survey stated that if given the chance, they would accept a high-profile position with increased responsibilities but no pay increase. This behavior indicates that people want to be recognized for their efforts. It also suggests that when problems are presented in the right context, people aren't afraid of them, as evidenced by their decision to take on more responsibility. People in this situation may seek some form of recognition for taking on the tasks. Managers should remind their employees of this when assigning tasks to them. According to Herzberg's two-factor theory, motivation comes from the work itself. After completing a task, an employee feels successful because they feel like they accomplished something. Workplace productivity has been linked to employee satisfaction (Schermerhorn et al, 2003). Managers must create challenging and fulfilling positions in today's knowledge-based workforce. Workers must participate in the job design process because their needs must be met. It appears that a sizable proportion of the workforce is employed in jobs that do not require much effort. Managers can help employees understand their responsibilities in these situations by defining clear goals and objectives. To have the greatest impact on motivation, these goals and objectives must be stated explicitly. Even routine tasks can become more difficult when you have a specific goal in mind. The employee is more motivated to complete the task with this perspective. A highly motivated employee is likely to have the necessary skills and resources to complete the task, regardless of how the position was created or what the company's objectives were.

CONCLUSION:

According to the poll's findings, the majority of respondents consider the possibility of advancement to be a more important motivator at work than monetary compensation. Modern knowledge workers also expect to advance their careers at work. These worker groups are eager to learn new skills. The chosen manufacturing unit can be proud of the enhanced capabilities of its motivated team. These opportunities for growth could include technical training paid for by the employer or on-the-job training. Managers must recognize that difficult work is the foundation of a rewarding career. Employees who consistently exert a great deal of effort become more motivated and effective as a result. Employee motivation can be increased at a low cost by giving employees challenging tasks and opportunities for advancement. According to the studies, after Herzberg's motivational theory was implemented in organizational practices to encourage employees to perform better, the results differed from pre-motivational techniques. Employee motivation has been identified as one of the key elements in reducing late deliveries while also fostering a positive workplace culture by the company. In comparison to previous services, the production process is being completed in the allotted time, with an increase in on-time delivery of about 22% and an increase in early delivery of about 14%. (Previous year).

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