

EFFECT OF MOTIVATION ON EMPLOYEE PRODUCTIVITY- A STUDY OF SERVICE INDUSTRY IN AURANGABAD DISTRICT

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INTRODUCTION

“You reach a point where you don’t work for money – Walt Disney”. Yes correctly mentioned, everybody in his or her life comes across a point where you do not look for monetary benefits which leads to employee productivity. Employee productivity is a very significant element for profitability of any business organization. By understanding the factors of employee productivity, the company can have better prospects of delivering positive customer service, producing innovative products, and attaining business break-even point and develop more. If the employees are given freedom to choose their own work schedules; quality and productivity of the work increases leading to creating an urge of belongingness in the employees. This research study is focused on to identify the factors those are associated with employees’ productivity with special reference to service industry in Aurangabad district. More over the study was done to identify the relationship between Motivation and employees job productivity.

In general, productivity¹ is a measure of the output of goods and services relative to the input of labour, capital, and equipment. The more productive, an industry is, the better its competitive position because its unit costs are lower. When productivity increases, businesses can pay higher wages without boosting inflation. Productivity increases in 2000 were higher than in any period in the past 25 years, largely due to the effect of information technology. This is the way standards of living improve⁴. Improving productivity simply means getting more out of what is put in. It does not mean increasing production through the addition of resources, such as time, money, material or people. It is doing better with what you have. Improving productivity is not working harder: it is working smarter. Today's world demands that we do more work with less_ fewer people, less money, less space, and fewer resources in general.

OBJECTIVES OF THE STUDY

1. To understand the association between motivation and employee productivity.
2. To know the factors increasing the level of employee productivity.
3. To know whether motivation leads to improved employee productivity.

RESEARCH METHODOLOGY

The methods/techniques used to complete the research activity are known as Research Methodology. This research study is focused on to identify the factors those are associated with motivation and employee productivity. More over the study was done to identify the relationship between motivation and employees job productivity. The design that is employed to study was a descriptive research. The study is done unstructured interviews with the help of open ended questions. The percentage analysis method was employed with the help of MS-Excel as a tool for

evaluation and analysis. Below is the precise description of the methodology adopted during the research activity:

RESEARCH DESIGN: Descriptive

SAMPLE DESIGN: Convenience random sampling

Sampling Unit: Aurangabad district

Sample Size: 20 bank employees and 20 employees from Malls.

DATA COLLECTION:

- a) Secondary Data: Secondary data was referred from the books, national and international reports on the relevant topic, data from published and unpublished thesis, relevant journals, magazines etc.
- b) Primary data: Unstructured Interviews

REVIEW OF LITERATURE

An in-depth study by the Gallup organization², the Princeton, N J -based polling and research firms identified 12 workers beliefs that play the biggest role in triggering a profitable, productive workplace. Its multi year study was based on an analysis of data from more than 100000 employees in 12 industries.

Analysis showed a consistent, reliable relationship between the 12 beliefs and outcomes such as profits, productivity, and employee retention and customer loyalty. For example work groups that have these positive attitudes are 50 percent more likely to achieve customer loyalty and 44 percent more likely to produce above average profitability.

Gallup analyzed employee data to determine how well the respondents' organizations whose support of the statement ranked in the top 25 percent averaged 24 percent higher profitability, 29 percent revenue and 10 percent lower employee turnover than those that scored lowest on the statements. Here are the basic beliefs statements that underlie the most important worker attitudes:

- 1.I know what is of expected of me at work.
- 2.I have the materials and equipment I need to do my work right.
- 3.At work I have the opportunity to do what I do best every day
- 4.In the last 7 days I have received recognition or praise for doing good work.
- 5.My supervisor or someone at work seems to care about me as a person.
- 6.There is someone at work who encourages my development.
- 7.In last 6 months someone at work has talked to me about my progress.
- 8.At work my opinion seems to count.
- 9.The mission or purpose of my company makes me feel my job is important.
- 10.My fellow employees are committed to doing quality work.
- 11.I have a best friend at work.

12. This last year I have had opportunities at work to learn and grow.

Hemavathi (1990)³ in her research study on Evaluation of Motivational Techniques for Managerial Development in Selected Public and Private Enterprise gave a historical perspective of motivation in India through the ages from the Indus Valley Civilization to the modern age. Motivation has been investigated from the stand point of Mahatma Gandhi, Karl Marx, Swami Vivekanand, and Thiruvalluvar special mention is made in the study. She recommended that a federal organization is essential for the cooperative sector for manpower planning and HRD with particular accent in reformation recruitment and diminish deputation from the government. In this connection, the recommendations of all India Rural Credit Survey Committee (on Deputation) should be implemented. The researcher exclusively mentions that job security is the chief motivator to the employees in the government and public sectors.

Bino & Thomas (1995)⁴ in his study shared that, for the sustaining of quality circle activities the employees must have feeling of belonging that their support and think that their participation will benefit themselves as well as the organization. Employees should not experience that quality circle is just another management trick to 'use' them as a commodity. They must be persuaded that the quality circle is a people-building philosophy rather than a people-using approach. Suggestions and recommendations as the work related problems flow upwards, in lieu of a top-down approach with instructions and directions flowing from the top to downwards. Developing a positive organizational climate with minimum stress and strain is absolute way for improving productivity in any organization. For the quality circle to be lasting, it should be an integral part of the total quality of work life in the organization.

High salary levels⁵ anyone does not ensure a productivity motivated workforce. This is evident in the auto industry, where wages are among the highest in the country. Yet quality problems and high absenteeism persist.

H.C. Ganguly (1964)⁶ conducted a research on Indian workers by way of attempting to examine various factors leading to job satisfaction or dissatisfaction and grade adequate earnings at the first place. Other factors which are graded high are job security and opportunity for advancement. Some other factors such as job status and prestige, working hours, relation with colleagues have been graded as low motivators and have less importance in QWL.

Elton Mayo and his Harvard associates (1953)⁷ performed the Hawthorne experiments which exposed the inter-relatedness of various component at work and verified that changes in physical conditions of work such as working hours, rest pauses, monotony, fatigue, incentives, employee attitude, the formal and informal organization result in high morale, productivity and job satisfaction.

George V Haythorne (1963)⁸ in his study examined what can employers and government do to help out workers in improving productivity and what can workers themselves do. In his view the

productivity improvement can best take place in the context of economic growth. The study revealed that many workers face the problems of change and insecurity. This can be overcome by training and retraining programs and adequate provision of workers to move to other work within the same industry. He opined that the productivity can only be achieved through effective teamwork and the fruits of increased productivity should be shared fairly among employers, workers and the public generally.

Vasudeva and Rajbir (1976)⁹ embarked that even though a number of features like intrinsic wages, opportunity of improvement, security, company and managements social aspects of job, communication and benefits are related to job satisfaction, it is the interface among these features than any one of them in isolation, that accounts for job satisfaction.

Pennathur (1979)¹⁰ on Productivity and working environment, highlights the results of several industries conducted by many organizations including textile research association , which clearly show that the comfort zone for people working in India is about 200 C in summer and 240 C in winter at relative humidity's between 30-70 percent and with an air circulation rate of 7.5mts/min. For heavy work the comfort Zone is much less when people work under adverse conditions, the productivity may drop as low as 40 percent. Article 13 of Factories act, 1948 recommends that adequate ventilation by the circulation of fresh air and temperature should be followed by all industries.

Lee¹¹ in the second phase of industrialization and its implications on productivity for workers and managers at Singapore: NTUC (1980) has made by a number of the suggestions for organizations seem to be supported by the findings of the present study. Factor 1 indicates that employees prefer a degree of autonomy of decision making as well as a management who is concerned and actively assists in problem solving. Although Hofstede's (1980) research suggested that cultures that scored high on power distance, for instance, Singapore, would likely place less value on participation and democracy, the present findings do not support this conclusion. It may well be that the rising education levels and standards of living have altered the workers' self-assessment as well as the expectations of one's role in the workplace regarding the extent of participation expected. Total job involvement may be fraught with difficulties. As Igbaria, Parasuraman and Badawy (1994) indicated, there may be both positive and negative effects of high levels of job involvement in that high levels may be associated with the negative effects of role stressors.

Oza (1988)¹² argued on the government policy of confining human resources development to large-scale industries during the first two decades of planning in India. He quarreled that there was no severe attention paid to the development of human resources required to promote the growth of small scale and cottage industries which can show the way to improved productivity and to achieve the organizational goal.

FINDINGS/ DATA ANALYSIS OF THE STUDY CONDUCTED

The primary data collected taking unstructured interviews were analyzed with simple Percentage Analysis Method with the help of MS-Excel. In this study it has been revealed that motivation is positively and significantly related to employee productivity of the service industries in Aurangabad district. As employ motivation found significantly and positively related to employee job productivity, it is thus implied that the service organizations should try to motivate the employee working in their organization to improve their productivity.

Also the, result revealed that the motivational factor like as training, and employee participation in decision making play a significant role in the service sector. Some of the important factors which influence and increase the level of productivity are good physical and psychological working conditions, adequate pay, opportunity for improvement, security, social aspects of job, pride in organization, job earned community respect, work location, variety of skills & flexible working hours.

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