



Employee needs and motivation a primary focus of managers: Manufacturing industries in Coimbatore

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Abstract

Every person has a different reason for going to work. These reasons are as individual as whichever person you may ask. But all of the reasons for working share a common thread. We all obtain something from work we need. There is much discussion about the value of extrinsic motivation (monetary and other material rewards) versus intrinsic motivation where people are driven by what's inside them. Not by the trappings of success. Whereas I recognize how critical extrinsic motivation is—we all need to be rewarded fairly for the job that we do—in my experience the most effective factors relating to employee motivation are related to intrinsic motivation.

Keywords: motivation, needs, focus, manufacturing industries

Introduction

An issue which usually generates a great deal of attention from most managers, administrators and those involved in Human Resources Management is the issue of how to successfully motivate employee. While it is true that aspects like staff recruitment, controlling, managing, leading, and many more are of great importance to the success of an organization, Employee Motivation is generally considered a core element in running a successful business.

In the organizational setting the word "Motivation" is used to describe the drive that impels an individual to work. A truly motivated person is one who "wants" to work. Both employees and employers are interested in understanding motivation if employees know what strengthens and what weakens their motivation, they can often perform more effectively to find more satisfaction in their job. Employers want to know what motivates their employees so that they can get them to work harder.

The concept of motivation implies that people choose the path of action they follow. When behavioral scientists use the word motivation, they think of it as something steaming from within the person technically, the term motivation has its origin in the Latin word "mover" which means "to move". Thus the word motivation stands for movement. If a manager truly understands his subordinate's motivation, he can channel their "inner state" towards command goals, i.e., goals, shared by both the individual and the organization. It is a well-known fact that human beings have great potential but they do not use it fully, when motivation is absent. Motivation factors are those which make people give more than a fair day's work and that is usually only about sixty-five percent of a person's capacity. Obviously, every manager should be releasing hundred percent of an individual's to maximize performance for achieving organizational goals and at the same time to enable the individual to develop his potential and gain satisfaction. Thus

Every manager should have both interest and concern about how to enable people to perform task willingly and to the best of their ability.

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932. This study found employees are not motivated solely by money and employee behavior is linked to their attitudes.

Theoretical Background of The Study

The Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers.

Definition Of Motivation

- Motivation is a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that aimed at a goal or an incentive.
- "The only way to get people to like working hard is to motivate them. Today, people must understand why they're working hard. Every individual in an organization is motivated by something different." - Rick Pitino
- "Employee motivation is a reflection of the level of energy, commitment, and creativity that a company's workers bring to their jobs."
- "Psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence." - G. Jones and J. George from the book "Contemporary Management."

Importance of Motivation

Motivation is a very important for an organization because of the following benefits it provides:-

Puts human resources into action

Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources.

Improves level of efficiency of employees

The level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into-

- Increase in productivity,
- Reducing cost of operations, and
- Improving overall efficiency.

Leads to achievement of organizational goals

The goals of an enterprise can be achieved only when the following factors take place

- There is best possible utilization of resources,
- There is a co-operative work environment,
- The employees are goal-directed and they act in a purposive manner,
- Goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation.

Builds friendly relationship

Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. This could initiate the following things:

- Monetary and non-monetary incentives,
- Promotion opportunities for employees,
- Disincentives for inefficient employees.

In order to build a cordial, friendly atmosphere in a concern, the above steps should be taken by a manager. This would help in:

- Effective co-operation which brings stability,
- Industrial dispute and unrest in employees will reduce,
- The employees will be adaptable to the changes and there will be no resistance to the change,
- This will help in providing a smooth and sound concern in which individual interests will coincide with the organizational interests,
- This will result in profit maximization through increased productivity.

Leads to stability of work force

Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent and qualified people into a concern. As it is said, "Old is gold"

which suffices with the role of motivation here, the older the people, more the experience and their adjustment into a concern which can be of benefit to the enterprise.

Motivates Employees

Every person has a different reason for going to work. These reasons are as individual as whichever person you may ask. But all of the reasons for working share a common thread. We all obtain something from work we need.

There is much discussion about the value of extrinsic motivation (monetary and other material rewards) versus intrinsic motivation where people are driven by what's inside them. Not by the trappings of success.

Whereas I recognize how critical extrinsic motivation is—we all need to be rewarded fairly for the job that we do—in my experience the most effective factors relating to employee motivation are related to intrinsic motivation:

1. Empowerment: Feeling trusted and empowered is a tremendous motivator.
2. Growth: Feeling that they are growing and developing personally
3. Inclusion: 'To belong' is a fundamental need, whether as a member of a family, peer group, network, team or company. It's human nature to want to be on the inside, not the outside.
4. Purpose: Today people care more about what happens tomorrow, and want to contribute to ensuring the future of our children, and the health of our communities and planet.
5. Trust: the fabric that holds it all together and makes it real.

The role of motivation

We need motivated employees

Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly. For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator.

Mechanism of Motivation

Motivation is the process that starts with physiological or psychological deficiency or need that activate behavior or a drive that is aimed at a goal or incentive. Thus, the key to understanding motivation lies in the meaning of, and relationship between needs, drives and goals. Needs: Needs are created whenever there is a physiological or psychological imbalance. For example: A need exists when cells in the body are deprived of food and water or when the personality is deprived of other people who serve friends or companions. Although psychological may be based on a deficiency, sometimes they are not. For instance, individuals with a strong need to get ahead may have a history of consistent success. Drives: "Drives (Or motives) are set up to alleviate needs. Psychological needs can be simply defined as a

deficiency with direction. Physiological or psychological drives are action – oriented and provide energizing thrust towards reaching an incentive or goals. They are at the very heart of the motivational process.

The needs for food and water are translated into hunger and thirst drives, and the need for friend becomes a drives affiliation. Thus, drive is a psychological state which moves an individual satisfying need. Goals: At the end of the motivational cycle is the goal or incentive. It is anything that wills that will alleviate a need and reduce a drive. Thus, attaining a goal will tend to restore physiological or psychological balance and will reduce or cut off the drive. Eating food, drinking water and obtaining friends will tend to restore the balance and reduce the corresponding drives food, water and friends are the incentive are the goals in this example.

Factors For Lack Of Motivation in the Workplace

A drop in staff motivation can become contagious if the cause is not identified and addressed. Management needs to be conscious of employee motivation, and that means being able to identify the factors that cause a lack of motivation in the workplace. Become familiar with the factors that can degrade staff motivation and design plans to combat these productivity killers.

1. Rumors

The important thing to remember about rumors is that they are not always wrong. Some rumors have basis in fact, but that does not make them good for employee morale. An employee that hears a rumor that she may be laid off experiences an instant drop in motivation. To deal with the problem of rumors in the workplace, it is important for management to share important information with the staff in a timely manner. This helps employees to feel confident that management will address rumors and encourages staff members to wait on information from the company before acting on a rumor.

2. Inadequate Job Skills

Employees are motivated to succeed at jobs for which they feel prepared and properly trained. Before moving an employee into a position of greater responsibility or before allowing any changes to an employee's job duties, be certain that employee has had the training needed to get started. Putting an employee in a position where she feels she has inadequate job skills will erode the employee's confidence and stifle any motivation to succeed.

3. Goal Flaws

Employees are not motivated by the notion that their hard work will make company owners and executives rich, the more internalized a company's goals sound, the less motivated employees are to fulfill those goals. The company needs to focus on the customer and give employees a chance to feel as though it has done something substantial to help the customer. For example, develop a referral program that encourages customers that have recently purchased products to recommend other people that your sales professionals can call on. The company and sales staff benefit from the increase in business, but the sales staff also gets to see the appreciation of

past clients in the form of potential new business.

4. Overwork

Employees that are overworked are likely to lose motivation regardless of how much overtime pay they are receiving. If you know a period is coming where extra hours will need to be worked, develop a schedule in advance and give your employees ample warning so they can make preparations in their personal life. Make sure the staff schedule still allows employees to spend time with their families and get away from the stress of working too much.

Ten Ways to Motivate Today's Employees

Every theorist and manager has his or her own way of motivating employees. There are 10 ways to motivate today's employees they are:

- Give personal thanks to employees for a job well done in verbal form, in writing, or both, in a timely manner and sincerely.
- Be willing to take time to communicate with the employees.
- Provide feedback on the performance of each individual employee, the department and the whole organization.
- Create a work environment that is open, trusting and creative.
- Provide information on the company and how the person fits in with the overall plan, in other words, be transparent.
- Encourage decision making among the employees.
- Create a sense of ownership in the work and the work environment.
- Provide recognition and reward, and promote employees based on their performance.
- Create a learning organization and a partnership with each employee.
- Celebrate the successes of the company, the department and the individuals in it.

Statement of the Problem

The employees are not satisfied with the motivational tools provided by the organization so they are looking for new motivational tools. Some people are of the view that such extrinsic factors like money, praise and quality of supervision and company's policy can motivate people to work while others are of that such extrinsic factor like advancement quality of the job done by person, recognition and growth can motivate workers to productivity.

Objectives of the Study

- To know various motivation factors followed in the organization.
- To find how motivation created a job satisfaction among the employees.
- Helps to retain the employees in the organization.
- To know motivation helps to achieve the internal and the external goal of the individual.

Research Methodology

Research Type

Descriptive research is used for this study. Descriptive research describes an event or a phenomenon. Descriptive

studies aims at portraying accurately the characteristics of a particular group or situation. Descriptive research is concerned with describing the characteristics of a particular individual or group.

Nature of Data

- Primary Data.
- Secondary Data

Population

Population can be defined as including all people or items with the characteristic one wish to understand. Population for this study consists of employees who are working in Manufacturing Industries in Coimbatore

Sampling Technology

Sampling is that part of statistical practice concerned with the selection of individual Observations intended to yield some knowledge about population of concern, especially for The purpose of statistical inference.

Convenience sampling method was used for this study. It is a type of nonprobability sampling which involves the sample being drawn from that part of the population which is close to

hand. That is, a sample population selected because it is readily available and convenient. It may be through meeting the person or including a person in the sample when one meets them or chosen by finding them through technological means such as the internet or through phone. The researcher using such a sample cannot scientifically make generalizations about the total population from this sample because it would not be representative enough.

Sample Size

The total Sample Size for this study is 80 employees working in Manufacturing Industries in Coimbatore

Data Collection Method

Primary Data

Primary data are those which are collected afresh and for the first time, thus it's original. The primary data is collected through survey method - Questionnaire.

Secondary Data

Data collected from Published Sources such as Journals, Magazines etc. Also number of books and papers on mobile apps were used.

Data Analysis and Interpretation

Table 1

Variables	Particulars	Respondents	Percentage
Age	20-30	57	71
	31-40	19	23
	Above 40	4	6
Position	Strategic	11	14
	Tactful	37	46
	Operational	20	25
	Others	12	15
Gender	Male	56	70
	Female	24	30
Marital Status	Married	34	43
	Unmarried	46	57
Monthly Income	Below 15,000	5	6
	15,001-25,000	56	70
	25,001-35,000	12	16
	Above 35000	7	8
Experience	Below 5 years	55	68
	5-10 years	19	24
	11-15 years	4	6
	Above 15 years	2	2
Salary Increments Gives Motivates	Strongly Agree	23	29
	Agree	29	36
	Neutral	16	20
	Disagree	9	11
	Strongly Disagree	3	4
Motivation Getting From the Hr Department	Strongly Agree	21	26
	Agree	27	34
	Neutral	12	15
	Disagree	14	17
The Management Interest in Motivating the Employees	Strongly Disagree	6	8
	Strongly Agree	20	25
	Agree	24	30
	Neutral	21	26
	Disagree	7	9
	Strongly Disagree	8	10

The right to make decisions regarding the job related activities	Strongly agree	34	43
	Agree	25	31
	Neutral	16	20
	Disagree	3	4
	Strongly disagree	2	2
Equal Employment Opportunity	Strongly agree	14	18
	Agree	19	24
	Neutral	38	46
	Disagree	6	8
	Strongly disagree	3	4
Promotion For Good Performance	Strongly Agree	27	34
	Agree	16	20
	Neutral	18	22
	Disagree	7	9
	Strongly Disagree	12	15
Leave Facilities Given By The Organization Keeps Employees Motivated	Strongly Agree	21	26
	Agree	29	36
	Neutral	14	18
	Disagree	12	15
	Strongly Disagree	4	5

Suggestions

1. From the analysis and the findings it is clear that the employees of Manufacturing Industries should be motivated with new motivational tools.
2. Educational factors with the organizational factors play an important role in productivity of the employee.
3. Education Assistance and Education Loan has to be provided so that employees upgrade themselves with high degree of education during the course of employment. This enables them for Career Planning and Career Management.
4. The Manufacturing Industries in Coimbatore must provide new motivational tools such as outbound training, rewards and awards and changes in HR policy can bring change in the behavior and productivity among the employees.

Conclusion

Accomplishing this project was a learning experience for me. This project study was conducted for the employees at Manufacturing Industries in Coimbatore. Motivation plays an important role in driving an individual to work. This project dealt with finding influencing motivational tools for employees working in that organization. Even though Manufacturing Industries motivated the employees in the organization, some of the motivational factors influenced the employees in a greater way. The influencing motivational tools were:

- Out bound training and development programs for the employees at different levels.
- Rewards and awards at the end of the programs.
- Educational Assistance and Educational Loan for the employees in all grades.
- Career Management and Career Planning
- Employee Empowerment through decision making and controlling.

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