



Emerging Trends on employee's motivation at working hours in Two Wheeler production industries.

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Abstract

After employees are hired and trained, it is important to motivate them to get the desired efforts from them, to achieve organizational objectives. While designing their compensation package, we try to meet their expectations at the outset, suitably identifying their extrinsic and intrinsic needs, within the given policies and procedures of the organization. , it is important to identify the need deficiency of employees, if any. Need deficiency centers around extrinsic and intrinsic needs. Extrinsic needs are those, which are related to material and tangible gains. Increased pay, incentives, bonus, better medical facilities, better retirement benefits, and better canteen facilities are a few examples of extrinsic needs. Intrinsic needs on the other hand, are those which are related to mental satisfaction and are abstract in nature. Identification of need deficiency is possible through a direct observation of the employees' behavior and through a

INTERNATIONAL JOURNAL OF RESEARCH REVIEW IN ENGINEERING
AND MANAGEMENT (IJRREM)

Tamilnadu-636121, India

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survey using structured-questionnaire response. But employees, by and large, feel sensitized about giving responses to a survey questionnaire, obviously fearing that they will get identified for having given any response that criticizes organizational policy. Confidentiality in survey responses can be ensured through a secret opinion poll, where the questionnaire does not require any employee identity.

Keywords: Employees, Desired efforts, Expectations, Extrinsic and Intrinsic, Deficiency, Tangible gains, Satisfaction, Observation,

I- Introduction:

After employees are hired and trained, it is important to motivate them to get the desired efforts from them, to achieve organizational objectives. While designing their compensation package, we try to meet their expectations at the outset, suitably identifying their extrinsic and intrinsic needs, within the given policies and procedures of the organization. However, this is restricted only in those cases, where, we can afford to become flexible, to attract and retain talents in key positions, without contributing to the general dissatisfaction of other employees. But major problems on employee motivation become evident when employees of an organization start perceiving that there is a wide mismatch between their expectations and organizational commitments. At times, such perceived expectations of the employees far exceed the organizational commitments, resulting in a significant drop in their perception.

Motivation is a dynamic organizational-behaviour issue and there cannot be any organization-specific motivation tool. The subject of motivation, perhaps, received the highest

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attention from management thinkers' worldwide. Even then we find that we are not able to address the problem, as employee demotivation is a perennial issue from the days of the industrial revolution. Before the industrial revolution, such problems were non-existent, as the owners of labour services and owners of means of capital had the same identity and the motivation for work was spontaneous in a home-centred production system. In this article, we have first discussed the different theories of motivation, and mentioned briefly about the different empirical studies on motivation in India and abroad, before culling the other issues such as concepts, objectives, process, and benefits. Such a journey is necessary because we find this is one of the much discussed and much-debated subjects of organizational behaviour studies.

II- Concept of motivation for employees

By now it has been established that the motivational factors are the perceived needs of the employees, which when satisfied, contribute to the employees' performance and productivity. But motivation, per se, can be better defined as a process of governing choices. This process may be 'internal or external to the individual that arouse enthusiasm and persistence to pursue a certain course of action'. The motivation process starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive. All the definitions, therefore, authenticate that motivation is a behavioral syndrome, which develops when there is a perceived incongruence in the employees' needs and expectations.

With the widening of such perceived gaps, employees feel demotivated and reduce their level of performance and productivity. Contrarily, if the gap gets reduced, employees feel motivated and contribute their best for achieving organizational objectives. From the

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organizational point of view, the motivation process follows certain defined steps, which as a continuum, need to be periodically reviewed and strategized to ensure its proper renewal. This helps to maintain the motivation of employees, which is evident from their behavioral congruence matching the organizational objectives.

In the first stage, it is important to identify the need deficiency of employees, if any. Need deficiency centers around extrinsic and intrinsic needs. Extrinsic needs are those, which are related to material and tangible gains. Increased pay, incentives, bonus, better medical facilities, better retirement benefits, and better canteen facilities are a few examples of extrinsic needs. Intrinsic needs on the other hand, are those which are related to mental satisfaction and are abstract in nature. Increased status, challenges, a sense of belonging, scope for growth and creativity, recognition, a sense of achievement, etc. are examples of such needs.

Identification of need deficiency is possible through a direct observation of the employees' behaviour and through a survey using structured-questionnaire response. But employees, by and large, feel sensitized about giving responses to a survey questionnaire, obviously fearing that they will get identified for having given any response that criticizes organizational policy. Confidentiality in survey responses can be ensured through a secret opinion poll, where the questionnaire does not require any employee identity.

However, for better results, it is always desirable to integrate survey findings with personal interviews, which can be in the form of open discussions with employees by their respective seniors. Some organizations try to document such information through a 360-degree performance appraisal, by incorporating certain items in the appraisal form itself. Existence in



need deficiency can also be understood from the trend of the employees' performances, developing a performance index or productivity index.

In the second phase of motivational process, organizations try to identify appropriate strategies to close the perceived need gap of employees. There are many innovative ways to close such need gaps without impairing the budget much. For example, organizations can increase the employees' pays by reducing their deferred benefits such as non-wage labour cost (NWLC) and including such reduced amounts to their current pay.

This is particularly important for those organizations that mostly employ young people in the exploratory age groups (less than 35 years). Similarly, making the pay performance linked also facilitates the development of a proper compensation structure to reward and motivate good performers. Also, gaps of intrinsic needs can be reduced by adopting an enabling organization structure, which among others, fosters creativity and growth. Identification of an appropriate strategy to close need gaps helps an organization to develop goal-directed behaviour among employees to achieve organizational objectives. Thus, in the third phase of motivational process, organizations enforce goal-directed behaviour. Goal-directed behaviour enhances the performance and productivity of the employees, which further influences compensation strategies and other motivational reinforces.

III- Main Aim of Employee Motivation

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1. The purpose of motivation is to create condition in which people are willing to work with zeal, initiative. Interest, and enthusiasm, with a high personal and group moral satisfaction with a sense of responsibility.
2. To increase loyalty against company.
3. For improve discipline and with pride and confidence in cohesive manner so that the goal of an organization are achieved effectively.
4. Motivation techniques utilized to stimulate employee growth.
5. For the motivation you can buy man's time. Physical presence at a given place.
6. You can even buy a measured number of skilled muscular motions per hour or day.
7. Performance results from the interaction of physical, financial and human resource.
8. For the achieve a desire rate of production.

IV- Features of a Good Motivation

Motivation is a state of mind. High motivation leads to high morale and greater production. A motivated employee gives his best to the organization. He stays loyal and committed to the organization. A sound motivation system in an organization should have the following features:

- Superior performance should be reasonably rewarded and should be duly acknowledged.
- If the performance is not consistently up to the mark, then the system must make provisions for penalties.
- The employees must be dealt in a fair and just manner. The grievances and obstacles faced by them must be dealt instantly and fairly.

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- Carrot and stick approach should be implemented to motivate both efficient and inefficient employees. The employees should treat negative consequences (such as fear of punishment) as stick, an outside push and move away from it. They should take positive consequences (such as reward) as carrot, an inner pull and move towards it.
- Performance appraisal system should be very effective.
- Ensure flexibility in working arrangements.
- A sound motivation system must be correlated to organizational goals. Thus, the individual/employee goals must be harmonized with the organizational goals.
- The motivational system must be modified to the situation and to the organization.
- A sound motivation system requires modifying the nature of individual's jobs. The jobs should be redesigned or restructured according to the requirement of situation. Any of the alternatives to job specialization - job rotation, job enlargement, job enrichment, etc. could be used.
- The management approach should be participative. All the subordinates and employees should be involved in decision- making process.
- The motivation system should involve monetary as well as non- monetary rewards. The monetary rewards should be correlated to performance. Performance should be based on the employees' action towards the goals, and not on the fame of employees.
- "Motivate yourself to motivate your employees" should be the managerial approach.
- The managers must understand and identify the motivators for each employee.
- Sound motivation system should encourage supportive supervision whereby the supervisors share their views and experiences with their subordinates, listen to the subordinates views, and assist the subordinates in performing the designated job.



V- Needs and Importance of Motivation for the Employees

Proper selection and development will ensure a productive group of workers. We can hire employees with extraordinary skill and competence but still there is no guarantee that they will perform satisfactorily. We have to activate the potential of our employees. Management often refers to employees as resources or assets which mean that employees are valuable, profit-making parts of a business organization. Studies on motivation try to discover what incentives will cause workers to work and increase their assets.

Generally we can say that an individual's motivation has to do with (a) the direction of his behaviour of what he chooses to do when presented with a number of possible alternatives (b) the amplitude or strength of the response (i.e., effort) once the choice is made and (c) the persistence of behaviour or how long he continues with it. The term motivation subsumes a number of other variables such as drive, need, incentive, reward etc. It is these variables which are important for study of motivated behaviour. The personnel function is really all about motivation. It is agreed that unless individuals are motivated to perform effectively, they may not achieve the level of performance that is desired of them.

Managerial people are always facing the problems of motivating their subordinates to release their potential most effectively and thereby permit the desired goals of the organisation and the needs of employees to be achieved. Knowledge of the motivational process provides the basis for understanding why people do what they do. The purpose of motivation is to create conditions in which people are willing to work with zeal, initiative, interest and enthusiasm so that the goals of an organization are achieved effectively. The question of motivation is the

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question of 'why.' A motive is what moves a person to activity. It is concerned with the why of behaviour and not with the how of it. Motives seek to explain behaviour.

It is not always possible to understand motives because they are not observable and can only be inferred from behaviour. All behaviour is directed towards a goal and when the goal is achieved, the motive is satisfied. The will to do is something different from the capacity to do. A man may be immensely capable of work but it is of no use to his employer if he is not psychologically disposed to apply it to his work. It is our common knowledge that workers do not always exert themselves in full. It is rightly said that you can buy a man's time, you can buy a man's physical presence at a given place but you cannot buy his enthusiasm, initiative and loyalty. You have to win these things. Motivation aims at transforming the ability to do into the will to do. Motivated employees are in a state of tension. To relieve this tension, they engage in activity. The greater the tension, the greater the activity to bring about relief. Hence when we see someone working hard at some activity, we can conclude that the individual is driven by a desire to achieve some goal which he perceives as having value to him.

VI- Employees Motivation Problems

Motivational problems can lead to performance issues that cost a business thousands of dollars in losses each year. A lack of motivation can lead to delays in the employee's completion of work and simple but expensive mistakes. Unfortunately, several issues may sap an employee's motivation and leave him unproductive and a minor contributor to the bottom line.

(i) Low Self-Confidence:

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Confidence enhances an employee's motivation; he believes that he can perform the tasks necessary to achieve his goals. Confidence contributes to his willingness to persevere and complete tasks. If the employee lacks confidence, he feels unworthy and is unable to make decisions or remain motivated until an objective is accomplished. Lacking self-confidence, the employee is unable to form good work relationships or assert himself, both of which are important if the employee is to be successful in the workplace. In addition, the employee will procrastinate or apply limited effort to ensure that these issues, and not himself, are the reasons the employee fails.

(ii) Low Expectations for Success:

Positive expectations of success enhance an employee's motivation. If an employer has high expectations for an employee, he likely will assign engaging work tasks to the employee. In turn, the employee's self-esteem increases as does his confidence and on-the-job performance. Increased self-confidence contributes to the employee's motivation and willingness to accept future challenging assignments. In contrast, low expectations ensure the employee will remain unmotivated and will not perform as well as the employer expects. In addition, an employer who has low expectations in regards to an employee is less likely to provide the tools and equipment necessary for the employee to accomplish a work task, further diminishing the employee's motivation.

(iii) Lack of Interest in Subject Matter:

An employee exhibits motivation as an interest or a driving force that persuades him to take action. An interested employee will be curious about a task and attempt to perform it well.

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Lack of interest can lead to decreased motivation and the failure to accomplish a goal. If an employee is not interested in particular tasks, he will not fully engage in his work. Instead, he will focus his attention elsewhere, not fully participate in the activity at hand and perform poorly.

(iv) Achievement Anxiety:

Employees who experience achievement anxiety are sensitive to punishment, including criticism or the loss of something they value. As a result, achievement anxiety can inhibit employee behavior. Anxious employees may be less interested in tasks and less motivated to achieve. For example, the employee may begin an activity but stop before he completes the task, if he becomes anxious about potential negative feedback.

(v) Fear of Failure:

If an employee fears failure, he fears a lack of success and will avoid work that he lacks the confidence to complete. The employee perceives a lack of success as a failure, which he believes is confirmation that he is flawed in some way. The more the employee fears failure, the less motivated he will be to perform work or attempt to accomplish goals because it is easier to avoid tasks than experiencing shame due to his failure to complete a task.



VII- Present Motivation trends

1) + Transparency:

A recent study found that 52% of Generations Y and Z believe honesty is the most important trait to be a good leader. Social networks play a fundamental role in the emergence of this trend, because pressure companies to be more opening and encourage leaders to share their knowledge. People prefer to work with leaders who communicate the projects the company is working on, what the plans are and also provide honest feedback regularly.

2) + Sharing:

To become attractive in leadership and motivation, companies will increasingly invest in sharing content to show their work culture and encourage employees to share them. A company that uses social networks makes 58% of people want to work there, and more than 20% wish to stay. The reason is that being on social networks gives the impression that the company is a living organism, real and constantly evolving.

3) + Women leaders:

As more “Millennials” (those born between 1980’s and 1990’s) take leadership positions, the salary gap between men and women starts to decrease. A study by the Pew Research shows that millennial women now earn 93 cents for every \$ 1 earned by men. Another study also shows that 37% leaders of the greatest financially successful companies are women.

4) + Engagement programs:

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87% of workers in the world do not feel engaged in their work. To reverse this, LT Business Dynamics, an accounting firm, created a sabbatical program: three free weeks financed for its employees “to make a difference in the world and in their lives and become better people.” After all, the company realized “if you hired great people, it makes sense to invest in them to keep them.” The result of this engagement culture is a talents retention and the pull of new ones.

5) + Interaction between teams:

The best companies will recognize that leadership and motivation improves when each employee may contribute to the growth of the organization by sharing the valuable experiences of their daily lives. With interdisciplinary workshops, the whole company may have a different perspective, closer to reality, on the other departments, from sales, marketing, and customer experience to human resources and administration.

6) + Generation Z:

Those born between 1994 and 2010 – the Generation Z – shall be even more relevant for companies that recruit interns in 2015. More companies have been recruiting students and a study earlier this year found that half of employers either accept applications from students or have plans to accept it this year.

7) + Job-hop:

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Business will have to deal with employee retention problems, since they did not give up finding their dream job. According to Fortune, 86% of employees are already looking for work outside their current jobs. Thanks to technology, people easily find new jobs and recruiters can steal talents of each other's companies. To stem the losses, companies must create a work culture where employees make friends at work, feel more responsible and recognized.

8) + Freelancers:

Companies have been hiring more temporary workers and consultants because it is more financially advantageous, since they do not receive benefits. A recent study by Elance o-Desk shows that 53 million Americans are freelancers, corresponding to 34% of the country's workforce. Furthermore, the technology makes it easier to find a freelance to 69% of them. Talking about leadership and motivation, do you know which trend has been standing out since a few years ago and you will hear a lot about in 2015? Software to manage projects and teams. Meet Run. it, whose features are the right hand of the manager, organizing all the workflow for the team and generating automatic reports of costs and time. Just try it for free:

VIII- Conclusion:

The motivation is need to every employee at the time working hours and it can be helped to the develop of the organization and also developed the employee skill by the good motivation through the bonus , incentive ,high salary, allowances , and it should be develop the discipline , honesty, punctuality, etc.The motivation can be reduced to the un wanted loss and damage of the production at the time of working hours and it can be bring the standards of the

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organization .The standard of the organization is to be establish new the market as well as the extant the market level