AAN ANALYSIS OF EMPLOYEE MOTIVATION AT SAKTHI SUGARS LIMITED

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Abstract

Motivation is a very important component of any well performing system. Motivation is designed to attract employees to act in the best interest of the firm or industry. Some employees are having no effort in their jobs even they try to motivate and they are interested to avoid the workplace, and they produce work with low quality. Hence, employee motivation has always been a central problem for the owners and managers in particular that sugar industry. So, the researcher has aimed to examine the motivational practices of employees in paper industry with special reference to Sakthi Sugars Limited. For the purpose, the researcher has selected the 80 employees by using purposive sampling method. The researcher has collected their responses about the practices provided by industry through a well-structured questionnaire that has used to collect socio-economic information and motivational practices of employees with using Likert 5-point scaling technique. In order to interpret the obtained sample results, statistical instruments such as percentage analysis, mean score analysis, standard deviation, ANOVA analysis and correlation analysis were used. It is observed from the findings that their employee motivational activities often improve favourably whenever the age, monthly wage and number of training programmes attended increase.

Keywords:
Motivation, Recognition, Rewards and Promotion

1. INTRODUCTION

The approach of motivation is a systematic one providing monetary and non-pecuniary benefits to employees in order to heighten employee performance. Motivation practices are tools used by management to further the existence of a company. In an organization, motivation practices are used to perform the following functions viz., Recruitment and attracting trained workers, improving or sustaining morale/satisfaction, encouraging and encouraging optimum performance, achieving external and internal profitability, minimizing attrition and promoting corporate loyalty and changing separate unions' activities. Inspiring incentive for workers requires far more than the old-fashioned carrot-and-stick technique. Industries now need to know the reasons why workers work and give the benefits they hope to earn. Motivated workers, no matter what the work, have a desire to excel. Incentives have impacted job productivity because they provide more incentives than a daily paycheck.

To deliver quality jobs, many workers need appreciation from their employees. Workers who do their roles well are identified by recognition and employee compensation program. Recognizing a well-done job helps workers feel comfortable and inspires them to do good things. By measuring success and seeking input on how they continue to change over time, managers value their staff. Additionally, public appreciation and gratitude is a decided force motivating the efficiency of the worker. Any workers are inspired to achieve personal and career goals by having a sense of pride and accomplishment. Most employees are self-disciplined and inspired by themselves.

Employees who are inspired simply to be secure in their skills and genuinely agree with their position within the organisation have no influence on offering benefits and promotions. For the sake of the private challenge their job offers, these people act productively. Employers can inspire their workers and drive worker morale in various forms.

2. REVIEWS OF LITERATURE

Talukder and Saif [4] located of their have a study that "there had been different factors of motivation had been identified in some unspecified time in the future of the evaluation of the various theories of motivation. They ranked the order of motivational factors particularly control, selling/boom, training and development, rewards, popularity and appreciation, performance appraisals, income, pastime safety, process characteristics and running situations".

The study of Aguenza and the motivational factors that were critical in affecting employee engagement, such as cash incentives, job patterns, career growth, prestige, coercion and painting-life balance, were introduced by Aguenza and Som [5]. They also related to the need for enterprises to devise effective retention plans in a holistic way to minimise turnover charges and to enable employers to commit themselves.

According to Plessis et al. [2], who has been find that "the 5 principal factors encouraged most personnel inside the mining sector in Laos have been remuneration, protection, social, supervision and equity. Also, the ones factors were formulated as motivational methods for employees inside the mining area in keeping with the level of importance."

From the cease end result of [1] confirmed that "all of the motivation practices underneath observe have been adopted at Sakthi Sugar Company Limited to a slight amount and employee recognition became extraordinarily rated as the commercial enterprise is based on it to persuade employee standard overall performance. This has a have a look at concluded that fitness compensation; bonus pay and worker recognition applications had a statistically large effect on employee performance at Sakthi Sugar Company Limited".

In view of [3] found that "the charge of private growth of the workers of their place of business became no longer great and the flexible time plan was now not fine to the workers. Further, they divulged that the factors stimulated employees like reputation, training and development, promotion, decreased workload, incentive program and retention strategy".

According to Enninful et al. [7] defined in his article that "growing motivation a number of the personnel changed into no longer a smooth task for any paper business enterprise however confirmed that the maximum ranked trouble(s) amongst numerous induced factors. They observe located safety need below challenge pride to be the most vital motivational thing and

that the motivational cost located on a trouble also can range from one employee to another".

The researchers Chatzopoulou et al. [6] inferred that "the most critical motivating factors for Local Authority (Regional Unity of Grevena) personnel, have been interesting art work, identical and honest remedy, actual strolling relationships with supervisors and buddies, goal evaluation and correct profits". They conclude from the "creative and operational worker motivation in accordance with its four components of understudy such as Allowance, Preparation, and Growth, Appreciation, Job Satisfaction positively and statistically influenced the overall organisational efficiency through the satisfaction of the customer. In addition, consumer delight, product happiness, issuer transport and logo loyalty were capabilities of the innovative and organisational inspiration of the employee.

In view of Paul and Vincent [3] they said that interest to the issue of employee turnover in startups to adopt strategies in an effort to inspire and preserve them and decorate their performance".

It showed "a right away strong and excessive first-rate courting among motivation of personnel and their normal overall performance. This takes a look at indicated that the motivational equipment including involvement of personnel in preference making, rotation of employees, provision of fringe advantages, rate of bonuses to human beings, and vending of deserved group of workers to better positions of authority".

3. STATEMENT OF THE PROBLEM

The approach of Motivation is a systematic one offering monetary and non-pecuniary benefits to the employees in order to heighten employee performance. Motivation practises are techniques used by leadership to further the life of a company. Few staff are motivated by money, while others feel gratitude, appreciation and incentives for personal care. The level of organisational motivation has a positive influence on the productivity of workers. Recognizing a well-done job helps workers feel comfortable and inspires them to do good things. Employees who are inspired and passionate about their work carry out their tasks to the best of their abilities and, as a result, production figures grow. Therefore, this analysis was undertaken to investigate the motivating activities of Sakthi Sugars Limited workers. Objectives of the Research is to analyze the motivational practices of Sakthi Sugars Limited employees.

4. METHODOLOGY

The research is mainly based on descriptive research. So, the researcher has aimed to collect the present information or immediate survey about the motivational practices of employees in Sakthi Sugars Limited. For examining the motivational practices of employees, around 75 employees were selected by using purposive sampling method. For gathering the motivational practices, the researcher has framed a well-structured questionnaire that inclusive of socio-economic information and motivational practices provided by paper industry. Using statistical methods such as percentage analysis, mean score analysis, Standard Deviation, Anova analysis and Correlation

analysis, the sample data obtained was coded into tables and analysed. The measured performances are discussed.

5. RESULTS AND DISCUSSION

This section has separated into two heads for ease of analysis and shows the objectives of this research. In the first section, the researcher has discussed the details of motivational practices of employees. In this section, the researcher has clearly discussed with the motivational practices of employees in Sakthi Sugars Limited. These two sections are discussed in the following tables.

5.1 MOTIVATIONAL PRACTICES OF EMPLOYEES

In this section, the researcher has discussed about the motivational practices of employees among the selected employees in the study area. For the purpose, eight statements have been framed with 5-point Likert scaling method for examining the motivational practices of employees. The mean and SD of the statements are given in the following table.

Table.1. Motivational Practices of Employees

No.	Motivational Practices	Mean	SD
1.	Opportunity for Training and development	3.63	1.17
2.	Providing Good Salary	3.90	1.22
3.	Giving Promotion	3.68	1.23
4.	Offering Rewards	3.79	1.30
5.	Giving Job Security	3.33	1.38
6.	Well Job characteristics	3.61	1.06
7.	Recognition and Appreciation	3.25	1.42
8.	Good Working Conditions	3.72	1.28

It is determined from the above analysis that among the 8 categories of motivational practices of employees, providing good salary with the mean score of 3.90 and followed by offering rewards with the mean score of 3.79.

5.2 RELATIONSHIP BETWEEN AGE AND MOTIVATIONAL PRACTICES OF EMPLOYEES

H_0: All the employees are having equal level of motivational practices with respect to their age.

Table.2. Age and Motivational Practices of Employees

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.508	3	1.169	4.974	0.003*
Within Groups	16.691	71	0.235		
Total	20.199	74			

Note: * - Significant at 1% level

It is obtained that the null hypothesis is rejected for the reason 'p' value is lesser than 0.05. So, it is found that all the employees are not having equal level of motivational practices of employees with respect to their age.

5.3 GENDER AND MOTIVATIONAL PRACTICES OF EMPLOYEES

H_0: All the employees are having equal level of motivational practices of employees with respect to their gender.

Table.3. Gender and Motivational Practices of Employees

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.896	1	1.896	7.563	0.008*
Within Groups	18.303	73	0.251		
Total	20.199	74			

Note: * – Significant at 1% level

It is noted that the null hypothesis is rejected for the reason of 'p' value is lesser than 0.05. So, it is found that all the employees are not having equal level of motivational practices of employees with respect to their gender.

5.4 EDUCATIONAL QUALIFICATION AND MOTIVATIONAL PRACTICES OF EMPLOYEES

H_0: All the employees are having equal level of motivational practices of employees with respect to their educational qualification.

Table.4. Educational Qualification and Motivational Practices of Employees

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.505	3	0.168	0.607	0.613[NS]
Within Groups	19.694	71	0.277		
Total	20.199	74			

Note: NS – Not Significant

It is indicated that the null hypothesis is accepted for the reason of 'p' value is greater than 0.05. So, it is found that all the employees are having equal level of motivational practices of employees with respect to their educational qualification.

5.5 MONTHLY SALARY AND MOTIVATIONAL PRACTICES OF EMPLOYEES

H_0: All the employees are having equal level of motivational practices of employees with respect to their monthly salary.

Table.5. Monthly Salary and Motivational Practices of Employees

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.929	3	1.310	5.715	0.001*
Within Groups	16.270	71	0.229		
Total	20.199	74			

Note: *Significant at 1% level

It is concluded that the null hypothesis of rejected for the reason of 'p' value is lesser than 0.05. So, it is found all the employees are not having equal level of motivational practices of employees with respect to their monthly salary.

5.6 WORKING SCHEDULE AND MOTIVATIONAL PRACTICES OF EMPLOYEES

H_0: All the employees are having equal level of motivational practices of employees with respect to their working schedule.

Table.6. Working Schedule and Motivational Practices of Employees

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.192	1	0.192	0.702	0.405[NS]
Within Groups	20.007	73	0.274		
Total	20.199	74			

Note: NS – Not Significant

It is observed that the null hypothesis is accepted for the reason of 'p' value is greater than 0.05. So, it is found that all the employees are having equal level of motivational practices of employees with respect to their working schedule.

5.7 EXPERIENCE AND MOTIVATIONAL PRACTICES OF EMPLOYEES

H_0: All the employees are having equal level of motivational practices of employees with respect to their experience.

Table.7. Experience and Motivational Practices of Employees

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.191	2	2.096	9.425	0.000*
Within Groups	16.008	72	0.222		
Total	20.199	74			

Note: * – Significant at 1% level

It is stated that the null hypothesis is rejected for the reason of 'p' value is lesser than 0.05. So, it is found that all the employees are not having equal level of motivational practices of employees with respect to their experiences.

5.8 NUMBER OF TRAINING PROGRAMS ATTENDED AND MOTIVATIONAL PRACTICES OF EMPLOYEES

H_0: All the employees are having equal level of motivational practices of employees with respect to their number of training programs attended.

Table.8. Monthly Turnover and Motivational Practices of Employees

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.496	3	0.165	0.595	0.620[NS]

Within Groups	19.703	71	0.278		
Total	20.199	74			

Note: NS – Not significant

It is determined that the null hypothesis is accepted for the reason of '*p*' value is greater than 0.05. So, it is found that all the employees are having equal level of motivational practices of employees with respect to their monthly turnover.

5.9 NUMBER OF PROMOTIONS RECEIVED AND MOTIVATIONAL PRACTICES OF EMPLOYEES

H_0: All the employees are having equal level of motivational practices of employees with respect to their number of promotions received.

Table.9. Number of Promotions Received and Motivational Practices of Employees

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.243	3	1.414	6.293	0.001*
Within Groups	15.956	71	0.225		
Total	20.199	74			

Note: * - The level of Significant at 1% level

It is cleared that the null hypothesis is rejected for the reason of '*p*' value is lesser than 0.05. So, it is found that all the employees are not having equal level of motivational practices of employees with respect to their number of promotions received.

5.10 DEGREE OF RELATIONSHIP BETWEEN SELECTED SOCIO-ECONOMIC VARIABLES AND MOTIVATIONAL PRACTICES OF EMPLOYEES (CORRELATION ANALYSIS)

An attempt has been made to examine the relationship between the selected independent variables and the dependent variable motivational practices of employees has been found by using correlation analysis. The outcome of the correlation test between the independent and dependent variables is analyzed in the following table.

Table.10. Degree of Relationship between selected Independent Variables and Motivational Practices of Employees (Correlation Analysis)

No.	Independent variables	'*r*' value	'*p*' value
1.	Age	0.416	0.000*
2.	Educational Qualification	0.068	0.565[NS]
3.	Monthly Salary	0.417	0.000*
4.	Experience	-0.451	0.000*
5.	Number of training programs attended	0.574	0.000*
6.	Number of promotions received	0.013	0.911[NS]

Note: * - The level of Significant at 1% level; NS stands for – Not Significant

From the analysis, it is inferred that among the six selected independent factors, three factors namely age, monthly salary and number of training programs attended are having positive correlation with the motivational practices of employees. Also, one variable experience is having negative association with the motivational practices of employees. In the other hand, the professional certification variables and the number of promotions earned are not correlated with the research area employee motivational activities. It is observed that their employee motivating activities often improve favourably whenever the age, monthly compensation and number of training program attended increase.

6. FINDINGS

- It is concluded from the above analysis that providing good salary and offering rewards are the main practices among the eight categories of motivational practices of employees.
- It is revealed that all the employees are not having equal level of motivational practices of employees with respect to their age.
- It is indicated that all the employees are not having equal level of motivational practices of employees with respect to their gender.
- It is evaluated that all the employees are having equal level of motivational practices of employees with respect to their educational qualification.
- It is showed that all the employees are not having equal level of motivational practices of employees with respect to their monthly salary.
- It is stated that all the employees are having equal level of motivational practices of employees with respect to their working schedule.
- It is identified that all the employees are not having equal level of motivational practices of employees with respect to their experience.
- It is concluded that all the employees are having equal level of motivational practices of employees with respect to their monthly turnover.
- It is obtained that all the employees are not having equal level of motivational practices of employees with respect to their number of promotions received.
- It is concluded that whenever the age, monthly salary and number of training programs attended increases their motivational practices of employees also positively increases.

7. SUGGESTIONS

- It is suggested that industry should provide new learning programs will encourage employees for their working similarly support in addressing the attitude aspects of employees.
- Hence, the industry has to inspire their employees to build them monetarily secured by paying overtime bonuses on time, insurance, medical claims and delivering loan facility to their employees.

- The selected industry should follow the transparency of information with employees so that they feel more connected to the industry.
- Now-a-days, paper industry may offer compensation and remuneration are the greatest powerful factor for employees in terms of inspiration.
- Through training and development, industry should focus and develop their employees' career and knowledge.
- The industry should make the employees sense that their efforts have made a difference to the company efficiency by provided that them with timely feedback and rewards.

8. CONCLUSION

This study essentially focused on motivational practices of employees in paper industry in Sakthi Sugars Limited, the employee motivation has become an immense challenge before the management and the most important responsibility of a manager is to make sure that their staff members are motivated. The management of industry may provide their employees some of the motivational practices such as training and development, good salary, promotion, rewards, job security, well job characteristics, recognition & appreciation and good working conditions for improving their level of working performance. It has been revealed that there is significant difference between motivational practices of employees and their socio-economic variables namely age, gender, monthly salary, experience and number of promotions received.

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