ABSTRACT

In this study researcher has studied the possible impact and the reasons of the Employee Motivation on development of the employees as well as the Organizational development of selected manufacturing companies in and around Pune city. Total 448 respondents selected from 41 manufacturing firms across the industrial zones in and around Pune. Out of 448 respondents 369 are the employees and 79 managers. In this research work Purposive sampling method is used. In this study researcher has applied descriptive statistics (frequencies, averages(mean), and percentages) to find the answers of the research questions seen by the researcher are considered for the study. The Independent Sample t-test and Pearson Correlation Coefficient was applied for testing two hypotheses. These hypotheses guided this study. The result it was found that there is the significant correlation between factors contributing to employee motivation and the impact of motivation on employees as perceived by the managers. The study shows that extrinsic motivation given to workers in an organization has a significant influence on the workers performance and thereby performance of the organizations. There is no difference of opinion of the employees and managers about factors contributing towards motivation. The researcher recommends that all firms should adopt the practice of providing job security in their various firms to motivate the employees and in turn increase in the overall productivity. Here the managers can take help from this study to acknowledge the facts contributing to the employees motivation. The researcher therefore suggests that Welfare facilities as well as monetary benefits are important but overemphasis may not be given on these factors as employees have given the least rating for these factors. Both the stake holders are at the agreement level of the eight factors contributing towards employee motivation. There is the mismatch in the factors rating given by the employees and the managers. The factor like interpersonal relationship may give catalytic effect as it will further lead to improvement in the interpersonal relationship and thus boost the employee motivation

KEYWORDS: Employee motivation, organizational development, monetary benefits, catalytic effect, interpersonal relationship.
1. Introduction:

The basic intention of this research work entitled “A Study on Impact of Employee Motivation on organization development” in Pune based selected Industry is to identify the various factors contributing towards the motivation of the employees. Secondly the intention of this study is to explore how employee motivation is helpful for organizational Development in Pune based selected industry.

Effective utilization of human resources is one of the basic job of the management. Performance of this basic job will lead to the organizations meeting its goals. Every organization and business wants to be successful and have desire to get constant progress. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between and their organizations. Human resource or of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfilment. A very few organizations believe that the human personnel and of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the of any organization are satisfied with it, are motivated for the tasks fulfilment and goals achievements and encouraged, none of the organization can progress or achieve success. The focus of this study is to enlighten that how an organization through its can achieve success and effectiveness.

Purpose of study -

The intention of this study is to appraise motivation of employees in the firms and its effect on the employee performance and organization’s performance. An effective motivational program should have to make to achieve goals organization. The motivation has variability of effects. These effects may be seen in the circumstance of an
individual’s mental health and physical, productivity, absenteeism, employee attrition rate. The motivated employee worked with fully concentration and gives good productivity to the organization also motivation helps for employee’s physical and mental fitness. The Employee pleasures have to be managed in more than a way. This helps in absorbent and developing the true believers.

**Importance of the topic**

Biggest assets that the every organization having it with them. Employees have to work as think tank for the growth of organization in this situation the management shall have to keep employee satisfied and have to accomplish day to day need of organization. Management’s basic job is to effective utilization of human resources for achievements of organizational objectives.

It is very important activity to manage people in organization under Human Resource Management. Sims (2002-2) defines as HRM “the Philosophy, policies, procedures, and practices pertaining to the management of an organization’s employees” The HRM role is very essential in organization.

The HRM essentially must relate to all the activities that contribute to successfully attracting, developing, inspiring, and maintaining a high-performing workforce that come result in organizational success.

It is considered by Inyang (2001:8) HRM as “a set of firms-wide and people oriented roles or activities purposely designed to influence the effectiveness of employees in the organization”.

It is concerned by the personnel management with organizing Human Resources in such a way to get maximum output to the enterprise and to create with development of talent of people at work to fulfilled satisfaction.

The personnel management is concerned with organizing human resources in such a way to get maximum output to the enterprise and to develop talent of people at work to fullest satisfaction. Motivation implies that one person. 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.

**Literature Review:**

Researcher has gone through various literatures available. Some of the are as follows.

McGregor has stated that “the task of management is to arrange organizational conditions and methods of operation so that people can achieve their own goals best by directing their own efforts toward organizational objective. Successful supervisors will be those who integrate the goal-oriented actions of individual workers with the pursuit of organizational goals. The goals of the individuals and the organization can be achieved through stimulating workers toward productive performance – called motivational process. It is a process of arousing action, sustaining the activity in progress, and regulating the pattern of activity. It attracts and initiates action and also serves as a factor in the continuation of activity until objectives have been attained.(CB Mamoria 2007)

The author (Li-Yu Tseng 2011) mention about employee motivation in the organization that prior studies about task performance within the high-tech industry have focused mainly on the relationship among working stress, working characteristics, employee motivation, and the compensation system. In addition, organizational commitment acted as an intermediary role between employee personality characteristics, organizational culture, and task performance; that is, employee personality characteristics and organizational culture indirectly influenced task performance through organizational commitment.
Aworemi, Joshua Remi: (2011) Suggest that good working condition, interesting work, and good pay are key factors to higher employee motivation. The author identified seven motivational factors i.e. (i) Job security, (ii) Personal Loyalty to the Employees, (iii) Interesting work, (iv) Good Working Condition, (v) Good Wages, (vi) Promotion and Personal Growth in the Organization and (vii) full appreciation of the work done. He was selected 15 different companies from Ogun states of Nigeria. Findings of the study suggest that good working condition, interesting work, and good pay are key factors to higher employee motivation. Purposefully designed reward systems that include job enlargement, job enrichment, promotions, internal and external stipends, monetary, and non-monetary compensation should be considered. This will help the employer identify, recruit, employ, train, and retain a productive workforce. Motivation represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior (Pinder, 1998). Direction refers to the path along which people engage their effort. This sense of direction of effort reflects the fact that people have choices about where they put their effort. The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993). Motivation has been defined as the result of the interaction between the individual and the situation (Decenzo, 2001). Certainly, individuals differ in the motivational drive, but an individual’s motivation varies from situation to situation, from culture to culture. Motivation theories are classified into two groups; content theories and process theories (Iguisi, 2009). Content theories explore what motivate people, that is arouses and energized the behavior.

In contrast, intrinsic motivation is apparent when individuals’ behavior is oriented towards the satisfaction of innate psychological needs rather than to obtain material rewards (Ryan and Deci, 2000). Through training we can foster human resources in harmonizing with inside and outside organizational changes. Participation of active and motivated employee in training courses can facilitate acquisition of courses goals and prevent cost-wasting in this section of human resources. Finding reveals that situation, expectancy, intrinsic instrumentally, and intrinsic valence have affected employees’ motivation to participate in the in-service training courses, and utilization level of influential factors could not satisfy employees’ expectations. Farhad Ebrahim Abadi
In future where the organization is going, for awareness of this the nature of external and internal labour markets and effective strategies for matching labour demand and supply are critical for success. Implementing effective strategies for attracting, selecting and keeping employees productive, satisfied and motivated to contribute the organization’s progress (Nankervis, Compton and McCarthy1999)

Modified expectancy theory provided a useful framework for assessing employee behavior in learning, decision-making, and motivation. Additionally, employee’s education influenced widely extrinsic instrumentality. Mohammad Reza Jalilvand (2011)suggests the type of employment influences expectancy, intrinsic instrumentality, extrinsic valence, and motivation of employees for participating in the in-service training courses in the oil industry setting. Expectancy led employees to believe their effort will lead to desired performance. Instrumentality is the belief that if an employee meets performance expectations, he or she will receive a greater reward, particularly for intrinsic instrumentality. In addition, employee’s education influenced widely extrinsic instrumentality. When employees perform well, expect good pay, monetary bonuses, and pay increases or promotions, the motivation of employees who decreases if they do not receive those extrinsic rewards. Interestingly, managers make mistakes by assuming what motivates employees. Since human beings are of widely varied natured, so are their motivators. Schein (1980) saw human nature as complex; with human needs and motivation varying according to the different circumstances people face, their life experiences, expectations, and age.

Objectives of the study-

1. To study and understand importance of the motivation factors which are required to motivate the employees, in Pune based selected industry.

2. To understand practices of employee motivation in Pune based selected industry.

3. To measure impact of employee motivation on organization development as perceived by the managers.
4. To measure the impact of employee motivation on an employee’s growth of development, in Pune based selected industry.

5. To give suggestion for improvement of the motivation process to the organization.

**Hypothesis**

**Along with this we have identified following Hypothesis**

H-1 “There is significant correlation between factors contributing to employee motivation and the impact of motivation on employees as perceived by the managers.”

H-2 “There is difference of opinion of the employees and managers about factors contributing towards motivation.”

**Research Methodology**

**Research Area:**

Pune based selected Industry; it is the home area of the researcher. Since 1986, the researcher has been working in different manufacturing industries as a HR profession in the same area. As he has been involved in the same profession in different industry, he has realized that, level of employee motivation and satisfaction is very low in the number of industries. This resulted to growths of organization and employee development. Conflicts between employee and employer are increasing. These all practical experience encouraged the researcher to undertake the research project on Employee Motivation and Organization Development. As now Pune is manufacturing hub for various industries like
two/four wheelers etc. Also many OEM’s, auto ancillaries, MNC’s settling their businesses around the Pune.

**Research Design:**

Descriptive research is applied for this research work. In this study researcher tried to describes data and characteristics about the population or phenomenon being studied. Descriptive research basically answers the questions like who?, what?, where?, when? and how?This research is conducted in Pune base selected industry, located in various geographical industrial areas around the 50 KM of Pune. The data is collected around 369 employees and 79 managers including HR Managers. Industry will be consider where employee strength is between 100 to 1000 and has turnover of industry between INR 50 crore to 500 crore.

Multi method research design was used as per the follow:

1. In the first stage structured personal interviews were conducted which involves CEO, Directors, Senior Executives, HR Heads or responsible HR person and other 2/3 representatives from different area of industry.

2. In the second stage survey was done administrating questionnaire for different operator employees and different sections, and skills.

**Sampling Method and Size:**

Purposive sampling method is used for this study.

The employees of Selected Industry of Pune are chosen as the sample universe for the research study. Total sample is 369 employees, Operator employees etc. and 79 managers in Pune Region. A sample of 41 industries was picked up based on “purposive method”. Industries chosen from various sectors like Auto Ancillary, Electronic Manufacturing, OEM, FMCG, Construction Equipment Manufacturing etc.
Methods of Data Collection:

For this study the data is collected from various sources as Primary and secondary.

Secondary data involves the list of the companies through MCCIA and MIDC reports. For review of literature various research journals and internet is used. The data needed for the study had been collected from the employees through questionnaires. There is also data collected from the managers through the structured questionnaire. Analysis and interpretation is done by using the statistical tools like SPSS 16.0 and Ms excel. Data is represented through the table and charts.

Questionnaire

A well-structured questionnaire that is used effectively can gather information on both overall performance of the test system. The questionnaire to employees and interviews are divided in two parts as what contributes to their motivation and what is the impact of motivation on overall performance. The questions are arranged in specific order. This order is maintained so that to the relevance can be maintained.

Pilot Study:

Researcher has administered questionnaire for employees’ survey and the well structured interview for the managers. The pilot study was conducted before going for the main study and the results are follows.

To check the reliability of the questionnaire and interview structure researcher has applied Chrobach’s alpha reliability test.

Reliability Statistics
<table>
<thead>
<tr>
<th></th>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>0.884</td>
<td>25</td>
</tr>
<tr>
<td>Managers</td>
<td>0.883</td>
<td>18</td>
</tr>
</tbody>
</table>

It was observed that the Chrobach’s alpha for questionnaire of employees was 0.884 and structured interview was 0.883 which is statistically acceptable. Researcher has administered the same data collection tools for the further study.

**Utility of the study:**

1. The Research work on “Employee Motivation for Organization Development in Pune Region” will be useful to Pune based industry.

2. The research data will be help full for above mentioned industry for identification of motivation level among workforces. It will also shows that factor which will responsible or affect on motivation in the industry.

3. The research report will be helpful to organization to identify various aspects which are effect on employee motivation in the organization.

4. The research report helps organization to identify level of satisfaction in their workmen Employee.

5. This research report will shows direction to management to improve the satisfaction level of the employee.

6. This report will help society which includes various public and private institutions for identification of motivation and satisfaction level among the employee. Also it
will helpful to employee and employer of Pune based manufacturing industry for what are aspects which will be useful for identification of various factors which will helpful to become a satisfied employee, which are the other factors will need to motivate the employee and what the management is giving to their employees.

In Short this research will help organization to identify the level of satisfaction, among their employees, which leads to identify the level of motivation of their employees.

**Scope of the study**

The scope of this study is limited to Pune based selected Industry only. The samples are collected from the industry of Pune area only. The geographically area is near by 50 km area of the Pune. The data was collected from workman employee who have been working on the company roll on the prescribe organization.

**Limitation of the study**

In spite of the sincere and full hearted research, the certain limitation will be occurs while doing the research. The certain limitation might be effect on the researcher report.

The limitations of the study are the following:-

1. In this study the data is collected through the administration of the structured questionnaire. There is always scope that the responds from the respondents may be biased because of the individualistic perceptions.

2. The data is collected through the personal interview of the managers so answer might be biased base.

3. The data is collected only from those employees who are working on the company roll of the company.
4. The geographical area which is covered for this research only of 50 Km near by the Pune area, so the companies which are located more than 50 km are not be covered for the research.

Data Analysis and Interpretation:

Breakup of samples for the study:

For this study researcher has taken 369 employees and 79 managers from selected companies in and around Pune.

Breakup of number of companies according to number of total employees.

Out of 41 companies 9(22%) companies are with number of employees below 150, 12(29%)companies are with number of employees 151 to 500, 16(39%)companies are with number of employees 501 to 1000, 4(10%)companies are with number of employees above 1001.

Breakup of number of companies according to turnover of the companies.

Out of 41 companies 6(15%) companies turnover is below 100Crs., 18(44%) companies turnover is between 101 to 200 Crs., 15(36%) companies turnover is between 201 to 500 Crs., 2(5%) companies turnover is above 501Crs.,

Analysis of Factors contributing towards employee motivation (perceived by employees)

There is highest agreement is given to the job security as factor contributing towards employee motivation followed by senior’s behavior with the employees humanely. The least agreement is for getting welfare facilities and training facilities to the employees.
Analysis of current status of initiatives taken by the company management towards employee’s motivation (perceived by employees)

It was observed that there is highest agreement towards the level of incentives followed by carrier development and promotion opportunities. The least agreement towards relations with colleagues and supervisors followed by team spirit and working conditions at workplace.

Analysis of Factors contributing towards employee motivation (perceived by managers)

It was observed that the highest agreement is given getting more salary followed by good welfare facilities as factor contributing towards employee motivation. Whereas the least agreement towards seniors humanly behavior with employees and good environment at workplace.

Analysis of impact of motivation on performance of employees (perceived by Managers)

It was observed that highest ranking is given to the improvement in the interpersonal relationship, followed by improvement in their carrier growth. Whereas the least ranking is given for learning and doing new things followed by performing multi skill jobs.

Hypothesis testing:

H1: “There is significant correlation between factors contributing to employee motivation and the impact of motivation on employees as perceived by the managers.”

## Hypothesis is accepted and null hypothesis is rejected.

H 2: “There is difference of opinion of the employees and managers about factors contributing towards motivation.”

## Null hypothesis is accepted and alternate hypothesis is rejected.
Conclusion:

The perception of the employees and the managers were taken to know the factors really contributing towards employee motivation. Both the stake holders are at the agreement level of the eight factors contributing towards employee motivation. There is the mismatch in the factors rating given by the employees and the managers. The factor like interpersonal relationship may give catalytic effect as it will further lead to improvement in the interpersonal relationship and thus boost the employee motivation.