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## **IMPACT OF MOTIVATION THEORIES ON EMPLOYEE'S PERFORMANCE W.R.T SELECTED MANUFACTURING INDUSTRY**

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### **ABSTRACT**

Management has a crucial part to play in helping people find work that is more enjoyable and rewarding for them, as well as in ensuring that the motivation of employees is aligned with the goals of the business. This is a challenging endeavour because of the many different types of people that work in modern companies. The things that individuals value and the things that are gratifying to them are influenced by a variety of variables, one of which is the various cultures to which they belong. This research takes the point of view of a manager and seeks to get an understanding of what motivates individuals, what impacts them, and why they continue to engage in certain behaviours. The motivational levels of the organization's staff members will also be investigated as part of this research. It is very necessary to have an effective programme technique for motivating employees in order to accomplish the organization's goals. With effective employee motivation programs not only this organization, it would help every organization to accomplish its potential maxima and also establish a good organizational culture with the achievement of organizational objectives. In order for a business to realise its objectives, it is critical to provide its workforce with the inspiration and support necessary to achieve success in their professional endeavours. There are a variety of extrinsic and intrinsic elements that contribute to an employee's level of motivation. Today, it would seem that this selected manufacturing firm is facing challenges w.r.t employeemotivation for a number of different reasons, which acted as an impediment to customer satisfaction and timely delivery of goods and services. The purpose of this research is to determine the elements that contribute to motivation and the relationship between motivation and performance on the job. A positive working environment, the opportunity to gain quality experience, alignment of skills and job done by employees, and benefit packages

were found to have a significant effect on both employees' levels of motivation and their performance on the job. Based on a significant period of observation after implementing the motivational techniques, it was noticeably clear that the motivated employees add to organizational efficiency and played a pivotal role in successfully curbing the problem of late delivery and increasing customer satisfaction. These findings were the primary conclusions drawn from this research.

**Keywords:** Motivation, Rewards, Recognition, Employees, Organization

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### 1. INTRODUCTION:

When it comes to achieving success and achieving the objectives of a business, the motivation of the workers is always and will always be a vital aspect. The level of motivation among workers working in manufacturing unit in general has been on downside due to various reasons like, lack of financial means, challenges in staff management in the organisations, lack of training and direction, an improper balance between extrinsic and intrinsic rewards, an increase in joblessness, rapid globalisation, and poor economic conditions. The purpose of this research is to determine the elements that contribute to motivation and how those factors relate to the performance of both employees and the company. For the purpose of data collection, a survey method is used.

Since the dawn of time, individuals have climbed to the top of society to assume positions of authority and make choices. These choices often determined whether a person had food to eat or whether they went hungry, whether they had a place to sleep or whether they were homeless, and occasionally they even determined whether a person would live or die. There have been significant breakthroughs in technical know-how throughout the course of human history, both of which have served to make our lives easier. Despite the many advances that have been made, the fundamental need of humanity have not changed. The question "How can we excite our employees?" is one that managers ask themselves rather often. One of the most essential responsibilities of a manager is to effectively motivate staff so that they may attain the goal that is intended. There is evidence to suggest that businesses are having difficulty keeping workers as a result of the limited options for development that are available and the competitive labour market that is now present. It would seem that things are not going to get much better in the near future. The departure of workers results in the loss of

their skills, expertise, and experiences, and it may have a substantial influence on the economy as well as the costs and expenses incurred by businesses. It can also have an effect on the requirements of consumers. Managers who are able to motivate their employees help the organisation by increasing employee retention and reinforcing positive behaviours. As a result, the ability of managers to consistently motivate their workers to achieve the highest possible results is a critical factor in determining whether or not a company is successful. The purpose of accomplishing a goal, the capacity to modify behaviour, and that inner driving force are all components of motivation, which ultimately leads to goal-directed behaviour with the objective of achieving the goal. The rewards that are given out might either be monetary or non-monetary in nature. The following research process has been adopted to explain the influence that motivation has on the performance of workers. In order to determine whether or not the suggested method is appropriate, empirical research would be used for testing.

## **2. BACKGROUND TO THE STUDY:**

One of the most important duties of every business is to effectively manage its assets, including its most valuable resource, which is its human capital. The job of managing the assets for the success of the company continues to have an essential component, which is motivating the personnel. According to Baron, who was referenced in Shafi (2011), there is a substantial connection between employee motivation and work performance. As DeCenzo and Robbins (2005) point out, it is difficult for organisations to fulfil their objectives if they do not effectively use and manage their human resources. Furthermore, DeCenzo and Robbins (2005) underline the fact that without the human resource, organisational goals cannot be accomplished.

The concept of motivation is not one that can be readily comprehended due to its complexity. One word, "Motivation," may mean many different things to many different individuals. Motivation can be defined as the human behaviour that is thrilled, aimed, and continuous (Meija, Barkin& Cardy,2004), whereas Tyson (2006) argues that motivation is a force within human beings that pushes them to behave in a variety of different ways. Motivation can be defined as the human behaviour that is thrilled, aimed, and continuous (Meija, Barkin& Cardy,2004). Tyson (2006) concurs with the idea presented by Meija et al. that one of the hallmarks of motivating behaviour is the fact that the behaviour has a specific direction. In a

similar vein, Robbins and Judge (2008) are in agreement that a person's motivational process may be determined by how diligently and for how long he works toward the accomplishment of a desirable objective. In many of today's most successful businesses, having motivated staff is a key factor in achieving a competitive edge.

Robbins, Judge, and Sanghi (2007) assume that the question is not that of whether a person is motivated or not, but rather that it is important to know the factors that motivate the employees. Now, there is still a question as to how motivation should be induced in the employees, as they assume that the question is not that of whether a person is motivated or not. Since a company's human resources are its most valuable asset, the motivation of those employees need to be the primary focus of management efforts if they want to see improved levels of productivity and conduct on the job. In their article, DeCenzo et al. emphasise the purpose of the motivation function, which is to generate a supportive climate of encouragement that drives the skilled, updated, competent, and informed personnel to put more effort into achieving the organisational goals. The results of this research draw conclusions on the connection between employee motivation and performance as well as the elements that contribute to employee motivation. There are not many significant ideas available for the comprehension of what variables contribute to motivation. Abraham Maslow's theory, Fredrick Taylor's theory, and the Herzberg two-factor theory are the names of three of these theories.

### **3. STATEMENT OF THE PROBLEM:**

Today, it seems that a significant number of workers have lost their motivation for their work or employment. This lack of drive is what ultimately leads to the failure and poor performance of companies. According to Manzoor, Awan, and Mariam (2012), personnel in all departments are experiencing high levels of stress, which is having a negative impact on their overall performance. According to Broni and Nanyele (2012), it is a challenging task for managers to achieve and manage strong performance from workers in order to achieve organisational objectives. This is a challenge that managers face every day. According to Buchanan's findings, which were highlighted in Broni's work (2012), organisational psychologists have been putting in a lot of effort for at least half a century in an effort to understand the link that exists between motivation and job performance. In order to find a

solution to this issue, our selected manufacturing firm of research is currently developing specific methods and tactics.

### **3.1 COMPANY PROFILE:**

The research is performed on a Indian heavy manufacturing organization which specializes in manufacturing of turbine parts and services. It is a rapidly expanding national-level organization with three branches in different parts of the country. Employees love playing significant roles in such a professional, inventive, and dynamic workplace. It has substantial expertise in manufacturing (heavy fabrication & machining), quality control, testing, repairs, reengineering, and servicing of steam turbines, gearboxes, generators, compressors, and pumps, and a young team of enthusiastic engineers and well-trained technicians. It began producing turbine, gearbox, generator, compressor, and pump parts in 1992. (Turbine blades, Nozzles, Diaphragms, Welded Components of Turbines, Diffusers, Bearing Pedestals, Guide blade carrier, Heat exchanger, Pressure vessel, casings and any fabrication & machining items).

Its production facility is equipped with the latest technology and machinery. It produces products and services with global standards at efficient prices. It serves clientele both nationally and globally. It provides turbine components and services to multinational corporations, Turbine OEM's and large-scale public sector units. The team's unwavering support and tireless work enables the organization to design solutions that meet and surpass customer and industry standards.

## **4. DEFINING THE CONCEPT "MOTIVATION"**

According to Huczynski and Buchanan's (2007) definition of "motivation," the term refers to "a mix of objectives towards which human behaviour is oriented; the process by which those goals are sought and attained; and the social elements involved."

According to Luthans (1992), "Motivation is a mix of needs, drives, and rewards. " [Citation needed] The process that begins with a physiological or psychological deficit or need and then triggers behaviour or a drive that is targeted towards a goal or incentive is characterised as motivation.

According to Mullins (1999), "the core idea of motivation is some driving force inside humans that they seek to attain some objective in order to fulfil some need or expectation." [Citation needed] In addition, Mullins differentiates between two types of motivation:

extrinsic motivation, which is tied to material rewards like as money, and intrinsic motivation, which is related to psychological benefits such as a feeling of success and the desire to push oneself. There is an endless supply of definitions of motivation that can be found in the many books, articles, texts, and journals that have been produced by respected researchers and organisations that investigate the subject of "Motivation." The definitions that have been provided so far are only a few examples to demonstrate the notion of motivation as it is applied to this body of work.

#### **4.1 KEY FACTORS:**

*i. Goals and ambitions:*

In order for there to be ultimate contentment, they have to be practical and attainable at the same time. When the objectives that are established are either too low (which might lead to emotions of dissatisfaction) or too high, problems can occur (leading to the constant lack of achievement). They must also be acceptable to the individual who will be affected by them in terms of their self-image, their sense of self-worth, and the value they place on themselves. This ensures that the outcomes will be positive and founded on the desire for increased levels of comfort, capability, and well-being. Additionally, they need to be acceptable (or at the very least, not objectionable) to the society and environment in which the person lives and works, as well as capable of being harmonised and integrated with those aspects of society and environment (Pettinger, 2002).

*ii. Recognition:*

The kind of acknowledgment received and the degree to which it is bestowed on the accomplishment of certain objectives both play a significant role in the process of cultivating healthy levels of self-esteem and a sense of self-worth. The urge for acknowledgment, in and of itself, therefore turns into a drive. People have a tendency to seek objectives that will be acknowledged and recognised by those people and groups whose views and judgments are significant to them, such as their family, friends, peers, and social groups, in addition to their work organisations. When this awareness is delayed or denied, it may lead to feelings of dissatisfaction (Pettinger, 2002).

*iii. Achievement:*

The expected and actual benefits that the successful completion of a given goal delivers are the elements that make up a sense of accomplishment. High levels of performance are reached when all of these factors coincide perfectly, and a high level is also often reached

when the actual benefits are greater than those that were predicted. When the expected benefits do not materialise, this results in low levels, which devalues the success that was achieved. The term "success" is often reserved for describing those who have achieved a high level of accomplishment. Failure may be defined as either a lack of success or an inability to attain one's goals.

*iv. The need for success:*

People have a tendency to aim for success by focusing on what they are certain they can achieve, what they believe they can achieve, or what they believe they may be able to achieve.

#### **4.2 OVERVIEW OF MOTIVATIONAL THEORIES:**

The idea of motivation is not straightforward; rather, it refers to a wide variety of influences, including drives, wants, needs, wishes, and other wishes. Managers are responsible for motivating employees by creating an atmosphere inside their organisations that encourages employees to participate. The sequence of needs, wants, and gratifications is oversimplified in certain ways. According to Maslow's theory, human wants may be organised into a hierarchy, with psychological demands being the lowest level and spiritual fulfilment constituting the highest level (the need for self-actualisation). There are two different groups of components that may serve as a source of inspiration, in accordance with Herzberg's two-factor hypothesis. One set contains dissatisfiers, which are associated with the duties and responsibilities of the employment. According to Vroom's expectation theory of motivation, individuals are driven to attain a goal if they believe that the objective is valuable and if they can perceive that the behaviours they are engaging in will help them achieve the goal (Robbins, 1998; Robert and Hunt, 1991). The Porter and Lawler model has a large number of different variables. In its most fundamental form, performance is a result of a person's abilities, their perception of the work at hand, and the amount of effort they put in. The worth of the benefits and the perceived likelihood of receiving those rewards both have an effect on the amount of work that people put out. In turn, rewards and contentment are connected to the level of performance that is accomplished (Robbins, 1998). The term "equity theory" refers to the subjective assessment made by a person about the fairness of the reward obtained for inputs in contrast with the rewards received by others. Skinner was the one who invented the idea of reinforcement, and he proposed that individuals should engage in the process of determining their objectives and should get frequent feedback that included acknowledgment and praise. The desire for power, the need for affiliation, and the need for success are the

three pillars on which McClelland's theory is built, according to Robert and Hunt (1991). According to Mullins (2005), McGregor argued in his book *The Human Side of Enterprise* that the style of management used is a function of the manager's attitudes towards human nature and behaviour at work. In his book, he put forward to suppositions called Theory X and Theory Y, both of which are based on assumptions about work and people. Mullins (2005) cited McGregor's argument (Mullins, 2005).

#### **4.2.1 Content and process theories:**

The aforementioned collections of incentive theories have been separated into two distinct categories:

In content theories, the focus is placed on what drives individuals, and the theories are concerned with understanding people's wants, as well as their relative strengths, and the objectives they seek in order to meet these requirements. Content theories

Maslow's hierarchy of needs model, Alderfer's modified need hierarchy model, Herzberg's two component theory, and McClelland's accomplishment motivation theory are some of the primary content theories (Koontz and Weihrich, 1990; Child, 1984).

The focus of process theories is on the action or activity that constitutes the motivational drive. These theories are concerned with the interactions among the dynamic elements that make up motivation, as well as with how behaviour is originated, directed, and maintained. In other words, they look at how motivation works. The expectancy-based models, equity theory, aim theory, and attribution theory are some of the major techniques that fall under this category (Koontz and Weihrich, 1990).

#### **4.2.2 Extrinsic and intrinsic**

There are a number of different ways in which one's varied requirements and expectations at work may be categorised, such as the straightforward separation into physiological and social reasons or into intrinsic and extrinsic motivation. Both of these types of motivation are discussed more below. The term "concrete" incentives such as income and fringe benefits, security, promotion, contract of service, the work environment, and working conditions are all examples of extrinsic motivation. Intrinsic motivation refers to rewards that are not monetary in nature. These kinds of physical incentives are often decided upon at the organisational level, and individual managers' levels of influence over them are generally limited at best (Mullins, 2005).



Intrinsic motivation is tied to "psychological" incentives such as the chance to utilise one's talent, a feeling of challenge and success, getting admiration and positive acknowledgment, and being treated in a loving and courteous way. Intrinsic motivation is also related to being able to use one's abilities. The psychological benefits are those that are often influenced by the behaviours and demeanour of individual managers (Mullins, 2005) the following is a straightforward and helpful three-fold categorization for analysing Mullins's work on the topic of what motivates people to work, which was devised in light of the complex and changeable nature of wants and expectations (2005).

***Economic rewards:*** things like wages, benefits, and rights to pensions, material possessions, and safety, among other things. The happiness that comes from the nature of the work itself, interest in the job, and opportunities for personal growth and development is known as intrinsic satisfaction. This is a personal approach to work and being concerned about oneself, and it is emphasised in the workplace.

***Social relationships:*** include things like friendships, the workings of groups, and the drive for affiliation, prestige, and reliance. This is a relational attitude to work, in which one is concerned about the well-being of other individuals. The relative magnitude of each of these sets of wants and expectations, as well as the degree to which they are met, will affect the level of motivation, job satisfaction, and work performance that a person experiences at their place of employment. For instance, some people may make the conscious decision to forego the intrinsic satisfaction and social relationships that come from their work (especially in the short term or in the earlier years of their working life) in order to pursue higher economic rewards. This may be the case for them at certain points in their working lives. Some individuals are willing to forego relatively higher financial benefits in exchange for working in a field that provides them with a high level of intrinsic fulfilment and/or strong social interactions (Mullins, 1999).

## **5. MOTIVATIONAL TECHNIQUES**

It's possible that one of the most successful methods to motivate a team is to make sure that the members of that team comprehend and value the objectives of the organisation, and that those objectives are supported by the management of that team in their efforts to accomplish

those objectives. There is a wide variety of ways that one may motivate themselves, which can be used to boost productivity, decrease stress in the job, and build self-confidence. The following is a list of the many different methods one may inspire and motivate a group of people to achieve their goals.

### **5.1 Team-Building**

In spite of the fact that some people have mixed sentiments about team-building exercises, the fact that they allow individuals to collaborate with one another in settings other than the workplace may be a distinct asset. They have the ability to foster a spirit of friendly competition and provide each member of the staff with the chance to be on the victorious side. Enhancing the connections between members of a team may result in higher levels of production and morale, as well as a workplace that is much happier and healthier overall. These kinds of activities might also assist in resolving difficulties that have been lingering inside the team for some time. It is essential that all teambuilding activities be well-balanced to ensure that they do not play to the specific talents or weaknesses of workers, but rather that they are structured to allow everyone a chance of succeeding. This will guarantee that the exercises are effective (Koontz and Wehrich, 1990; Robbins, 1998)

### **5.2 Enhanced Communication**

Communication with your team is not just speaking with them but also listening to what they have to say. It is crucial to ensure that they understand the goals of the organisations they work for as well as the duties that are specific to them, but it is also necessary to demonstrate to them the significance of their input in terms of the accomplishment of goals and standards (Robbins, 1999; Daniel, 2001).

### **5.3 Targets, Rewards And Incentives**

It is a widely held belief that one of the most effective strategies to improve performance is to set goals to strive towards, provided that these goals are attainable in the given time frame. The achievement of goals boosts morale and self-confidence, but it is important to keep in mind that individuals who repeatedly fall short of expectations will inevitably experience a loss of motivation. The successful completion of a goal may not only be rewarded with monetary incentives, but also with the possibility of being given more responsibilities or even a promotion. Because individuals are driven by a wide variety of factors, it is essential to

tailor the incentives that you provide to each individual member of the team in order to maximise their performance. It is usually simpler to inspire a team if you have a thorough understanding that the members of the team may not always be driven by the same things that you are. The most productive teams are those in which members not only feel appreciated and supported, but also have the impression that they are making headway and growing as a result of the accomplishment of tough tasks. If a team knows the company's goals, there is a lot greater chance that they will desire to put in more effort towards achieving those goals. A further point to consider is that the majority of individuals react positively when given the chance to make choices and take on new responsibilities. No matter whatever methods of motivation prove to be the most effective, it is critical to constantly make sure that your team has the impression that it is doing something great and significant (Koontz and Wehrich, 1990; Daniel, 2001; Kelly, 2010).

#### **5.4 Encouraging Participation**

Employees have the opportunity to have input on a variety of choices that will have an effect on them, including the formulation of work-related objectives, the selection of their own benefits package, the resolution of issues pertaining to productivity and quality, and other related matters. It is possible that this will lead to an improvement in productivity, dedication to work objectives, motivation, and overall job satisfaction among workers (Robbins, 1998). In addition to that, it is a method of recognition. It plays on people's desires to feel accepted and affiliated with a group. Above all, it provides individuals a feeling of success; yet, promoting involvement should not imply that managers compromise their positions. This is because encouraging participation gives people a sense of accomplishment. Despite the fact that they welcome the involvement of subordinates on issues in which the subordinates may assist and despite the fact that they listen closely on issues that need their judgement, they are ultimately responsible for making the choice alone. The weakest superiors will always have the most respect from the best subordinates (Koontz and Wehrich, 1990).

#### **5.5 Job Enrichment**

According to Koontz and Wehrich (1990), this refers to the effort made to instil a greater feeling of success and challenge within one's work environment. Providing employees greater flexibility in making decisions about things like labour techniques, sequence, and speed or the acceptance or rejection of materials is one way to enrich the variety of a job. Other ways

to enrich the variety of a job include: offering workers a sense of personal responsibility for their activities; taking efforts to ensure that workers can understand how their jobs contribute to a final product and the welfare of a business; including workers in the analysis and changing of physical components of their work environment, such as lighting, temperature, and noise levels; and giving workers

### **5.6 Quality of Working Life Programs**

These initiatives, as defined by Koontz and Weihrich (1990) and Bateman and Snell (2004), establish a workplace that improves the well-being of workers and the level of happiness they feel in their jobs. The satisfaction of a whole spectrum of workers' requirements is the overarching purpose of QWL programmes. Human needs may be summarised as follows: adequate and equitable remuneration, healthy and secure settings, opportunities for personal development and security, a social setting that promotes individual identity, freedom from discrimination, a strong feeling of belonging, upward mobility, constitutional protections of individual privacy, dissent, and due process, and work roles that minimise interference with personal leisure and family time. Each of these requirements can be further subdivided into more specific needs. The amount of labour completed by each individual is just one facet of what QWL programmes include. In addition to this, it provides an indication of employee turnover, absenteeism, accidents, theft, sabotage, originality, innovation, and most importantly, the quality of work.

### **5.7 Checking System for Equity**

Employees need to have the mentality that the rewards they get are proportional to the contributions that they contribute to the work. This should imply that disparities in performance and, therefore, salary job assignments, and other evident incentives should be explained by experience; skills; talents; and other obvious inputs (Robbins, 1998).

### **5.8 Money**

It doesn't matter if it's in the form of wages, piecework (where you get paid for the number of units you produce at a certain quality level), or any other incentive pay, bonuses, stock options, company-paid insurance, or any of the other things that may be given to people for performance: money is important, and it could also mean status or power. There are certain individuals for whom financial stability will never not be of the highest importance, while

there are others for whom it will always be. It is most likely that money is employed in the majority of types of organisations and enterprises as a technique of maintaining an organisation fully staffed rather than as the primary motivation for people to work for that organisation. It is essential that people in different roles, even if they are at the same level, get pay and incentives that are commensurate with their particular accomplishments. If you want to make sure that money has significance, both as a reward for achievement and as a tool to give people joy from accomplishment, the best approach to do this is to base remuneration on performance as much as is feasible (koontz and Wehrich,1990; Edwin, 1993).

### **5.9 Recognising Individual Differences**

Different employees have different requirements. It is essential that you do not deal with each of them in the same manner. It is essential to make a note of the significance of understanding what is vital to each employee. This makes it possible to personalise objectives, degrees of engagement, and incentives so that they are in line with each person's specific requirements (Robbins, 1998).

## **6. OBJECTIVES OF THE STUDY**

There are two objectives of this study which are as follows:

- i. To investigate the impacting factors of motivation towards employees performance in the selected manufacturing unit.
- ii. To examine the relationship between employee's job performance and motivation with evidence to the selected manufacturing unit.
- iii. To suggest motivational measures that can be implemented in organizations.

### **6.1 Research Questions**

- i. What are the factors that affect employee's motivation?
- ii. What is the relationship between employee's job performance and motivation?

**6.2 Hypothesis:** There is a relationship between employee motivation and job performance

### **6.3 Significance of the Study**

The notion of motivation in workers is now commanding a significant amount of attention and space in the strategic human resource management environments of many firms. Tella,

Ayeni, and Popoola (2007) highlighted the need of ensuring that workers are content with their jobs and committed to the work that they do in order to encourage those workers at various phases of the process. The results of this research will be helpful to employers in gaining a better understanding of the elements that motivate workers and the connection that exists between employee motivation and job performance. Tella et al. (2007) argue that by understanding the motivating sources of individuals, managers may create tasks and incentives appropriately. As a result, this research will be helpful for the managers to build effective strategies for employee motivation, an essential tool to reach the organization's objectives. Because of this, this study will be beneficial for the managers to make.

#### **6.4 Research Methodology:**

The purpose of this research is to investigate the elements that contribute to employee motivation, as well as the connection between motivation and employee performance. It was determined to adopt a quantitative data collecting method. In this research, both primary and secondary sources of information were gathered. The primary data came from a survey that used structured and closed-ended questions, whilst the secondary data came from a variety of previous investigations. The primary data collecting method was used to acquire accurate and trustworthy data for analysis, while the secondary data collection was done with the intention of gaining some background information. The survey method was chosen because it allows for the collection of a substantial quantity of information in the allotted length of time. The objective of this research will be accomplished by the presentation of the elements that inspire the workers as well as the link between motivation and performance using the data that was gathered. This research activity is being conducted out within the workforce of the selected organization; a centralised human resource department of the manufacturing unit aided in transmitting the questionnaire to the factory unit, and a sample of fifty respondents were interviewed for the study.

#### **6.5 Population and sampling Technique**

The participants in this research were employees working at the selected organization in Hyderabad, Telangana. These employees came from a variety of divisions within the company. The sample for this research consisted of employees working in technical and non-technical roles. These employees were selected at random. The data for this research were collected via the use of a method called random sampling. There were fifty people in the

sample. The workers who were chosen for selection were chosen due to the fact that there was a difference in performance after the motivating strategy was implemented. The target respondents for the research were chosen using a combination of quota sampling (which consisted of workers of the selected organization) and a simple random sample procedure. The workers of the selected organization were provided with information on the goal of the study, and those employees who were eager to take part in the research were able to do so.

### **6.6 Research Instrument:**

The instrument is based on an unpublished paper that was developed by the selected organization. This study's research instrument is a five-point Likert scale close-ended structured questionnaire. On this scale, option 1 means strongly disagree, option 2 means disagree, option 3 means undecided, option 4 means agree, and option 5 means highly agree. There are 19 components that make up the instrument. The instrument was divided into two halves, denoted by the letters A and B. Part A included demographic questions such as the respondent's gender, age, occupation, and geographic location. Part B had 19 different items. The relevance of the materials to the subject matter was the primary consideration in deciding whether or not to include them. It was ensured that the items included in the instrument provide responses to the study questions and are simple enough for the respondents to comprehend.

Only certain questions were asked, and responders were only required to check the proper boxes. During the pilot project, an open-ended questionnaire was used, and the data gathered from that questionnaire was then included into the development of a closed-end structured questionnaire. The questionnaire comprised questions that were intended to identify the methods of non-monetary incentive, such as recognition, tough work schedules, job stability, prominent job titles, and responsibility. A second section included questions that were used to identify monetary incentive factors including money, bonuses, pensions, profit sharing, and performance pay. It also included questions on fringe benefits. And last, a section on questions that are used to identify extraneous factors such as rewards and incentives, activities that create teamwork, involvement, and acknowledgement of individual differences, performance compensation, increased communication, and job enrichment. Cronbach's Alpha reliability analysis, frequency analysis, descriptive analysis, mean analysis (Attitude scale), are the statistical tools that were used for the analysis of the questionnaire. Additionally, a

specific model was developed to identify the impact of motivation techniques on the performance of employees (Testing the reliability and validity of collection instrument).

**Table 1: Items in the Instruments**

S. No	Statement	Coding
1	When I'm looking for a new career, I initially consider both the financial and non-financial benefits.	MI-1
2	Having attractive benefits packages motivates me to put in the effort.	MI-2
3	More than appealing reward packages, educational possibilities serve as my primary driver.	MI-3
4	It is my money necessities that drive me to do well at work.	MI-4
5	I work harder because I know that my job is safe.	MI-5
6	I'm eager to learn from the best possible mentors.	MI-6
7	I'm more motivated by educational prospects than I am by appealing pay.	MI-7
8	In order for me to be excited about a work, the criteria must match my abilities.	MI-8
9	I'll be more driven if you give me more freedom.	MI-9
10	One of my greatest sources of motivation is having a positive working connection with my co-workers.	MI-10
11	An evaluation of my financial situation is an essential tool for me to keep improving.	MI-11
12	I'm motivated more by praise and acclaim than money.	MI-12
13	Personality rather than financial rewards are what makes my boss so appealing to me.	MI-13
14	My job performance depends on a pleasant work atmosphere.	MI-14
15	Today, I make sacrifices for the sake of my long-term well-being	MI-15
16	More than job stability, it's the prospect of advancement that has my attention.	MI-16
17	My degree of performance is closely related to my level of motivation.	MI-17
18	Regardless of how delighted and motivated I am with my work, I am able to function well.	MI-18
19	Performance and productivity are closely linked in my opinion.	MI-19

**Source:** Adapted from, Khan. H. (2011). Impact of incentives on employee motivation.

## 7. RESULT ANALYSIS AND DISCUSSIONS:

The results of this research revealed the replies of the staff members working for the selected organization in Hyderabad; each component of the instrument was analyzed according to gender. The survey method was used to collect data from the respondents, and a questionnaire based on a five-point Likert scale was used to do so. On this scale, 1 indicates strong disagreement, 2 indicates disagreement, 3 indicates uncertainty, 4 indicates agreement, and 5 indicates strong agreement.



**Table 2: Frequency and Percentage analysis of Demographic factors**

Demographics Factors		F	%
Gender	Male	41	82
	Female	9	18
Age	18-25	2	4
	26-30	15	30
	31-35	16	32
	Above 35	7	14
Qualification	Below Intermediate	14	28
	Graduate	30	60
	Post Graduate	6	12

The result table 2 depicts the demographic factor values towards gender, age and qualification. 82% of respondents are male and only 18% of them are female. The highest age percentage in the selected organization is between 31-35 years group next to it 30% are respondents belong to 26-30 age group. The result value evidence that Graduator are the highest percentage of respondents and next to it below intermediate qualified people.

**Reliability analysis – scale (ALPHA)**

Reliability analysis of overall collection tool

Reliability coefficients

Number of cases = 50.0: Number of items = 19

Alpha = .8852

In order to determine the reliability of the questionnaire, a reliability analysis, also known as an alpha analysis, was performed. The investigation yielded dependability coefficients of.8852, which is extremely close to the highest possible value. Both the design of the questionnaire and the responses provided by the respondents met the criteria for reliability and validity.

**Table 3: Data analysis showing mean, model impact result values for the Motivational variables impacting employee performance in the selected organization:**

S. No	Statement	Mean	Level of Agreement	Model value	Impact
1	MI-1	4.8	Strongly Agree	6.451	Positive Impact
2	MI-2	4.1	Strongly Agree	-2.101	Negative Impact
3	MI-3	3.52	Agree	-16.759	Negative Impact
4	MI-4	2.41	Neutral Opinion	-11.482	Negative Impact

5	MI-5	3.66	Agree	16.726	Positive Impact
6	MI-6	3.61	Agree	-9.657	Negative Impact
7	MI-7	3.44	Agree	-8.93	Negative Impact
8	MI-8	2.66	Neutral Opinion	-5.438	Negative Impact
9	MI-9	4.71	Strongly Agree	5.897	Positive Impact
10	MI-10	3.52	Agree	8.834	Positive Impact
11	MI-11	4.28	Strongly Agree	3.646	Positive Impact
12	MI-12	4.18	Strongly Agree	7.262	Positive Impact
13	MI-13	2.11	Neutral Opinion	1.965	Positive Impact
14	MI-14	4.48	Strongly Agree	1.835	Positive Impact
15	MI-15	4.44	Strongly Agree	4.879	Positive Impact
16	MI-16	2.28	Neutral Opinion	8.084	Positive Impact
17	MI-17	4.34	Strongly Agree	9.236	Positive Impact
18	MI-18	4.57	Strongly Agree	8.461	Positive Impact
19	MI-19	2.68	Neutral Opinion	-3.646	Negative Impact

The result table 3 depicts that the respondent's views towards motivational instruments impacting job performance is strongly agree and agree by 100% of respondents. The model value analysis shows that the opinions of respondents towards identifying impacting variable towards their job performance and it surprisingly identified that majority identified few variable which does not impact their performance like rewards, incentives, recognition etc. Few of the respondent's opinion 'neutrally' towards money necessities that drive them to do well at work. In order for me to be excited about a work, the criteria must match my abilities. Personality rather than financial rewards are what makes my boss so appealing to me. More than job stability, it's the prospect of advancement that has my attention. Performance and productivity are closely linked in my opinion.

#### **8. IMPACT OF MOTIVATION ON EMPLOYEES' PERFORMANCE IN THE SELECTED MANUFACTURING UNIT:**

Herzberg's two-factor motivation theory states that money is not even a motivator (Herzberg, 1987). In today's workforce, people are getting more and more digitally literate and skilled. Managing this knowledge workforce requires managers to come up with fresh approaches. Knowledge and skills lead to a rise in compensation expectations. Workers in this field will no longer be paid in beans. In Maslow's hierarchy of human requirements are bodily, social, ego and self-actualization needs. Prior to pursuing higher-level goals like ego (esteem) and self-actualization, people are driven to meet their basic physiological and psychological requirements. It's a Herzberg thing. We can better motivate today's knowledge workers if we know what they want. With such high salaries, we may assume that money alone isn't enough

of a motive to get these individuals to perform as well. This is, of course, a part of Herzberg's motivation theory. Managers must create occupations that are both interesting and demanding for today's information employees. As a result, knowledge workers prefer to focus on higher-level wants such as ego (worth) and self-actualization since they have already met their bodily and social requirements.

According to the results of our research, employees' levels of motivation at work are positively impacted by the availability of professional development chances and challenges. The vast majority of participants polled in our study ranked work-related development possibilities above salary as their primary motivator. Survey participants said they would accept a high-profile position with additional duties but no salary rise if given the chance. This behaviour implies that individuals desire to be recognised for their work. It also implies that individuals aren't frightened of problems when they're provided in the correct context, as seen by their choice of a job with additional responsibility. In this instance, individuals may anticipate a certain level of acknowledgment for taking on the tasks. Workers should be reminded of this when managers give tasks to them. According to Herzberg's two-factor approach, work itself is a motivation. After finishing a task, an employee feels a feeling of success because they feel like they accomplished something. Worker satisfaction has been linked to increased productivity in the workplace (Schermerhorn et al, 2003). As a result of today's knowledge-based workforce, managers must develop demanding and rewarding positions. There must be a role for workers in the job design process since their demands must be taken into consideration. It seems that a sizable portion of the workforce has employment that aren't very taxing. Managers may help workers understand their responsibilities in these circumstances by establishing clear goals and objectives. In order to have the most impact on motivation, these aims and objectives must be explicitly expressed. When you have a specific objective in mind, even a normal work might become more difficult. With this perspective, the worker is more driven to accomplish the objective. A highly motivated worker is likely to have the required abilities and resources to complete the task, regardless of how the position was created or what the company's goals were.

## **9. CONCLUSION:**

According to the results of the poll, the majority of respondents believe that the prospect of advancement is a more important motivator at work than monetary compensation. Knowledge workers in the modern day also expect to be able to progress in their careers at

work. This group of employees are eager to learn new things. Having a motivated team with increased abilities is an asset that the selected manufacturing unit can cherish. On-the-job training or company-funded technical training might be part of these development prospects. Managers must grasp the concept that a rewarding career is built on a foundation of demanding work. As a result, workers who regularly engage in hard work become more motivated and productive. Employee motivation may be improved at a low cost by creating difficult work and offering advancement chances. From the studies, it is observed that after implementing Herzberg's motivational theory in the organization practices with the aim to motivate employees for better performance the outcome was changed compared with pre motivational technique. For the company, employee motivation has proven to be one of the crucial factors in curbing the problem of late delivery and simultaneously creating an amicable work culture. It is noticed that the production process is getting completed in the targeted time and the rate of on-time delivery increased by around 22% and the rate of early delivery increased by approximately 14% in comparison with earlier services (previous annum).

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