

Employee Motivation- A Study With Reference to JSW Steel Limited, Salem Works, Salem

Dr.K. Krishnakumar, R.Premalatha

¹(Department of Commerce, PeriyarUniversity,Salem,India)

Corresponding Author: Dr.K.Krishnakumar

Abstract: Management is supposed to get the work done by the subordinates towards the attainment of the common goals. This is the most important function of the management to inspire and stimulate the personnel with zeal to do the work for the accomplishment of organizational objectives. In other words, it is motivation of people. A successful manager knows that the issue of direction however well-conceived does not mean that they will follow in its true spirit. He should motivate the people to do work harmoniously for the achievement of established goals. We should also know that motivation as an unending process and the management has to provide for the employees constantly. Here in this study the researcher has studied about the employees motivational factors in JSW Steel Ltd Salem works, Salem.

Key Words: Achievement, goals ,motivation, organization, satisfaction.

Date of Submission: 15-02-2018

Date of acceptance: 03-03-2018

I. Introduction

Human motives are based on certain needs which may be primary or secondary need and may vary in their intensity according to situation and time. The management must study these needs, try to understand their intensity and their responsibility to satisfy them in order to work. We cannot assume that existence of good plans and excellent organization will result in an automatic undertaking of assigned task, thereby leaving the manager with only the responsibility of controlling the activity that develops. Getting organization members go to work willingly and enthusiastically is a problem which can only be minimized on compounded by such factors as increasing education level of employees, advanced technology and utilization of professional and labour force of the organization. It is the task that is most important than planning, organizing and controlling. It has been experienced at various occasions that highly motivated subordinate, the less control is necessary to be sure that the work will be executed. However motivation is not a substitute for planning, organizing, directing and controlling. The ability to lead depends on understanding what will move people to perform. A true leader is someone who is self- motivated to achieve and able to energize others.

II. Scope and Importance of the Study

Every organization needs effective labour force to increase the efficiency and productivity of the entire organisation. For this, various adequate facilities should be provided by the organization. So, this study aims to examine adequacy of motivational factors provided by JSW Steel Ltd, Salem Works and find out how far employees are satisfied with these facilities provided by the company. Organization involves group activities needs people whatever be the level of automation. Provision of adequate motivational factors involves continuous improvement of employees, and their capabilities, and improving the quality his life and showing the total productivity of the organization.

III. Statement of the Problem

Steel industries are playing vital and important role in developing Indian Economy since Independence. The working environment and situations are hazardous and unhealthy in various aspects for the employees. Therefore motivation is very essential for the employees to work in an enthusiastic and appropriate manner. The steel industries are having their own ideology in implementing motivational tools. JSW Steel Ltd is one of the leading private sector steel industry in India, running successfully by the way of effective support of their man power resources. Therefore these imperative to know what all the factors towards motivation are is implemented by JSW Steel Ltd for attaining the optimum employee performance. In this research the researchers made an attempt to know the employees agreement levels of various motivation factors implemented by the organization.

IV. Objectives of the Study

The objectives of this study are as follows:

1. To study about the motivational factors in JSW Steel Ltd, Salem Works.
2. To study about the level of satisfaction of employees towards the motivational factors in JSW Steel Ltd, Salem

V. Research Methodology

This study is mainly based on both the primary and secondary data collected from JSW Steel Ltd, Salem Works. The primary data is collected by means of a well-designed questionnaire containing questions about employee's satisfaction on the various motivational factors in JSW Steel Ltd, Salem Works. The researcher had a personnel discussion with middle and senior level officers at JSW Steel Ltd, Salem Works. Chi-square test and Friedman Test is conducted to test the above mentioned hypotheses. Secondary data are collected from the source of Company Website.

VI. Data Analysis

The data analysis contains three major sections. The first is a frequencies and percentages analysis which will be used to describe socio demographic characters of sampled employees. The second section includes the influencing factors over various dimensions of motivating factors. In third section the descriptive analysis which will describe descriptive statistics of overall motivating factors and its level of association with demographic variables by Chi-square analysis were run to examine the association.

6.1 Personal Information

	Classification	Frequency	Percent
Area of residence	Rural	36	46.75
	Semi urban	14	18.18
	Urban	9	11.68
	City	18	23.37
	Total	77	99.98
Gender	Male	71	92.20
	Female	6	7.80
	Total	77	100.00
Age of Employees	Below 25	11	14.28
	26-30	16	20.77
	31-35	24	31.16
	36-40	14	18.18
	41-45	6	7.79
	46-50	4	5.19
	51& Above	2	2.59
	Total	77	99.96
Educational Qualification	Below SSLC	8	10.38
	SSLC	6	7.79
	H Sc	6	7.79
	Eng. Graduate	30	38.96
	Other Graduate	8	10.38
	Post Graduate	10	12.98
	CA/ICWA	--	--
	Others	9	11.68
Total	77	99.96	
Monthly Income	Below 10000	5	6.49
	10001 - 15000	24	31.16
	15001 - 20000	25	32.46
	Above 20001	23	29.87
	Total	77	99.98

From the above table it is understood that 46.75% of the employees are from rural area. The percentages of male employees are 92.20%. The age group of employees is 31-35 years is 31.16%. Among the employees 38.96% were engineering graduates. Most of the employees' Monthly income is 15001-20000.

6.2 Employee's length of service and Designation

Length of service (Yrs)	Frequency	Percent
Below 5	28	36.36
6 – 10	10	12.98
11 – 15	28	36.36
16 & above	11	14.28
Total	77	99.98
Designation	Frequency	Percent
Managerial	26	33.76
Supervisory	24	31.16
Technician	27	35.06
Total	77	99.98

It is clear from the above table 36.36% of the employee's length of service is below 5 years. 35.06% of the employees are technicians and 31.16 percent of employees are from supervisory level.

6.3 Level of Agreement with the Motivational Factors

	Clusters	Highly Agree	Agree	Neutral	Disagree	Highly Disagree	Total
My Company	Proudness	59	18	0	0	0	77
	Social status	46	29	2	0	0	77
	Reputed company	57	20	0	0	0	77
	Value and respect	47	27	2	1	0	77
Working Environment	Happy about work environment	28	42	6	1	0	77
	Freedom to experiment	30	43	3	1	0	77
	Ample Information sharing	20	50	7	0	0	77
	Opportunities to express ideas and thoughts	29	44	3	1	0	77
Job fit	Job assigned is suitable	34	38	5	0	0	77
	Job suits my aptitude	34	35	8	0	0	77
	Job provides scope for expressing my individuality	34	39	4	0	0	77
	Feel secure	49	27	1	0	0	77
Superiors	Express thoughts and ideas to my superiors freely	32	44	1	0	0	77
	Attitude of my superiors is very friendly	38	36	3	0	0	77
	Superiors are always helpful and supportive	30	39	8	0	0	77
	Superiors consider me one of the important	33	39	5	0	0	77
opportunity for growth	Scope to plan career and growth	31	43	2	1	0	77
	Possibility for updating knowledge	32	44	1	0	0	77
	New thoughts and ideas are welcome for improvement	26	45	6	0	0	77
	Environment for experimentation	18	45	13	1	0	77
Financial benefits	Salary is very satisfying	27	35	13	2	0	77
	Increment provided is encouraging	22	39	11	5	0	77
	Incentives given is motivating	42	27	7	1	0	77
	Bonus given is rewarding	33	34	8	2	0	77

Training and development	Training and development programmes help to improve knowledge	26	40	9	2	0	77
	Learning's from training are practically applicable	22	44	10	1	0	77
	Company encourages learning for self-development and career growth	30	35	12	0	0	77
	Training is provided by knowledgeable persons	24	39	14	0	0	77
welfare schemes	Thrift and credit facilities is very helpful	37	31	5	0	0	77
	Medical allowance and Mediclaim benefits takes care of my medical needs	40	32	5	0	0	77
	Leave travel facility given is very useful	33	34	7	0	3	77
	Loan facilities is adequate	22	36	19	0	0	77

It is clear from the table 3 that 76.62% of the employees are highly agree with the factor of proud to be working in JSW Steel and only 1.29% of the employees are disagree with the factor of value and respect, 64.93% of the employees are agree with the factor of ample information sharing among the employees and 1.29% of the employees are disagree with the factor of happy about the work environment, freedom to experiment and opportunities to express ideas and thoughts, 50.64% of the employees are agree with the job provides scope for expressing my individuality and 1.29% of the employees are disagree with the factor of feeling secure, 57.14% of the employees are agree with the factor of express thoughts and ideas to my superiors freely and 1.29% of the employees are neutral with the same factor, 58.44% Of the employees are agree with the factor of new thoughts and ideas are welcome for improvement and 1.29% are disagree with the factors of scope to plan career and growth and also environment for experimentation. 54.54% of the employees are highly agree with the factor of incentives given is motivating and 1.29% are disagree with the same factor. 57.14% of the employees are agree with the learning's from training are practically applicable and 1.29% of the employees were disagree with the same factor. 51.94% of the employees are highly agree with the factor of medical allowance and mediclaim benefits takes care of my medical needs and 3.89% of the employees are highly disagree with the factor of leave travel facility given is very useful. From the above table it is clear that the majority of the employees are agree with the motivational factors provided by the JSW Steel Ltd, Salem works, Salem.

6.3 evel of Motivation

Factors	Clusters	Frequency	DF	Range		Mean	SD	Chi-square Value
				Min	Max			
Area of Residence	Rural	46	6	61	157	107.76	34.76	19.047
	Semi-urban	11	6	66	155	119.67	36.90	
	Urban	18	6	75	159	132.18	22.23	
	City	25	6	78	160	125.28	23.04	
Gender	Male	71	2	110	160	138.60	13.41	1.321
	Female	6	2	126	150	140.00	8.235	
Age	Below 25	8	12	115	150	156.75	10.12	4.655
	26-30	16	12	110	160	140.56	14.65	
	31-35	24	12	112	160	138.95	14.68	
	36-40	14	12	110	156	156.28	13.77	
	41-45	7	12	115	150	138.42	14.15	
	46-50	4	12	113	141	124.75	11.75	
Educational qualification	Up to SSLC	13	12	61	78	69.46	5.41	1.7231
	H.Sc	16	12	62	78	72.63	5.03	
	Eng. Graduate	36	12	110	160	156.11	13.52	
	Post Graduate	14	12	106	155	135.93	17.41	
	Other graduate	21	12	101	160	134.71	18.41	
Monthly Income	Below 10000	6	6	63	141	105.50	29.96	8.980
	10001 – 15000	34	6	62	157	105.56	35.97	
	15001 – 20000	29	6	61	160	119.66	34.18	
	Above 20000	31	6	73	155	129.19	21.22	
Length of service	1 – 5	66	4	61	160	114.50	35.37	11.051
	6 – 10	24	4	101	157	129.71	15.85	
	11 – 15	10	4	65	149	102.70	33.45	
	Total	100		61	160	116.97	32.33	
Designation	Managerial	26	4	112	160	136.61	13.55	0.4513
	Supervisory	24	4	110	160	138.12	15.28	
	Technician	27	4	110	156	138.55	13.2	

There is no association between employee profile and level of motivation. It is found from the table that the percentage of high level of motivation of employee’s was the highest (24) among rural area employees and the same was lowest (16) among city employees. The percentage of high level of motivation of employee’s was the highest (55) among male employees and the same was lowest (6) among female employees. The percentage of low level of motivation over the company was the highest (8) among the 36-40 and the same was lowest (1) among below 25 employees. The percentage of high level of motivation of employee’s was the highest (32) among Eng. graduate employees and the same was lowest (18) among other graduate employees. The percentage of high level of motivation of employee’s was the highest (23) among above 20000 employees and the same was lowest (3) organizational goal. The percentage of high level of motivation of employee’s was the highest (37) among below 5 years serviced employees and the same was lowest (4) among 11-15 years. The percentage of high level of motivation of employee’s was the highest (29) among supervisory and the same was lowest (8) among technician. Therefore it is concluded that there is an association between employee profile and level of motivation.

VII. Suggestions

- Environment for experimentation may be improved by the company in the future.
- The environment for information sharing should be improved.

- Practically applicable training programme should be conducted more for employees and the company.
- Increment provided by the company may be increased to ensure job satisfaction.
- More loan facility to the employees should be given for improving the standard of living of employees.
- Even though incentives provided by the company were satisfied by the majority of the employees. The company should provide additional incentives in order to ensure effective motivational factors in the company.

VIII. Conclusion

“If we compare management with driving, while the organization is the vehicle, then motivation is the power or fuel that makes the vehicle moving”. Organizational effectiveness becomes, to some extent, the question of management’s ability to motivate its employees. Motivation is one of the prominent factors. Every employer has to implement to get the things done through the others. Therefore, organizations need to have employees with required capability and willingness to use the advanced complex technology to achieve the organizational goal. Here in this study among 32 factors under eight headings each in four asked in the questionnaire. Most of the factors are agreed by the majority of the employees of JSW Steel Ltd, Salem Works, Salem. The level of motivation is highly appreciated and accepted by the majority of the employees

References

Journal Papers:

- [1]. M. EkramulHoque and Md. Hasanath Ali, Achievement Motivation and performance of public sector commercial bank employees in Bangladesh. *Indian Journal of Industrial Relations*, Vol. 33, No. 4, 1998, pp. 497-505.
- [2]. David Conrad, AmitGhosh, Marc Isaacson, Employee motivation factors: A comparative study of the perceptions between physicians and physician leaders, *International Journal of PublicLeadership*, Vol. 11 Issue: 2, 2015, pp.92-106.
- [3]. A. P. Singh and PatirajKumari, A Study of Individual Need Strength, Motivation and Job Involvement in Relation to Job Satisfaction, Productivity and Absenteeism, *Indian Journal of Industrial Relations*, Vol. 23, No. 4, 1988, pp. 409-428,
- [4]. RupandeSutaria, Personality, Needs and Two-Factor Theory of Work Motivation, *Indian Journal of Industrial Relations*, Vol. 16, No. 2, 1980, pp. 219-232.
- [5]. Marylene Gagne and Edward L. Deci, Self-Determination Theory and Work Motivation” *Journal of Organizational Behavior*, Vol. 26, No. 4, 2005, pp. 331-362.
- [6]. John B. W. Corey, Motivating Employees, *American Water Works Association*, Vol. 65, No. 1, 1973, pp.39-41.

Books

- [7]. P.C.TRIPATHI, Human Resource Development, Sultan Chand & sons, New Delhi
- [8]. L.M.PRASAD, Principles and practice of management, Sultan Chand & sons, New Delhi
- [9]. Dr.S.S.KHANKA, Human Resource Management, (2009), S.Chand&Company Ltd, New Delhi.

Website

Siscolin@vsnl.com
www.jsw.in
garnetroom.com

IOSR Journal of Business and Management (IOSR-JBM) is UGC approved Journal with SI. No. 4481. Journal no. 46879.

Dr.K. Krishnakumar “Employee Motivation- A Study With Reference to JSW Steel Limited, Salem Works, Salem”. *IOSR Journal of Business and Management (IOSR-JBM) 20.2 (2018): 41-46.*