

Vol 2 Issue 10 April 2013

Impact Factor : 0.1870

ISSN No :2231-5063

Monthly Multidisciplinary  
Research Journal

*Golden Research  
Thoughts*

Chief Editor  
Dr.Tukaram Narayan Shinde

Publisher  
Mrs.Laxmi Ashok Yakkaldevi

Associate Editor  
Dr.Rajani Dalvi

Honorary  
Mr.Ashok Yakkaldevi

**IMPACT FACTOR : 0.2105**

**Welcome to ISRJ**

**RNI MAHMUL/2011/38595**

**ISSN No.2230-7850**

Indian Streams Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial Board readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

### ***International Advisory Board***

Flávio de São Pedro Filho Federal University of Rondonia, Brazil	Mohammad Hailat Dept. of Mathematical Sciences, University of South Carolina Aiken, Aiken SC 29801	Hasan Baktir English Language and Literature Department, Kayseri
Kamani Perera Regional Centre For Strategic Studies, Sri Lanka	Abdullah Sabbagh Engineering Studies, Sydney	Ghayoor Abbas Chotana Department of Chemistry, Lahore University of Management Sciences [ PK ]
Janaki Sinnasamy Librarian, University of Malaya [ Malaysia ]	Catalina Neculai University of Coventry, UK	Anna Maria Constantinovici AL. I. Cuza University, Romania
Romona Mihaila Spiru Haret University, Romania	Ecaterina Patrascu Spiru Haret University, Bucharest	Horia Patrascu Spiru Haret University, Bucharest, Romania
Delia Serbescu Spiru Haret University, Bucharest, Romania	Loredana Bosca Spiru Haret University, Romania	Ilie Pinteau, Spiru Haret University, Romania
Anurag Misra DBS College, Kanpur	Fabricio Moraes de Almeida Federal University of Rondonia, Brazil	Xiaohua Yang PhD, USA
Titus Pop	George - Calin SERITAN Postdoctoral Researcher	Nawab Ali Khan College of Business Administration

### ***Editorial Board***

Pratap Vyamktrao Naikwade ASP College Devrukh,Ratnagiri,MS India	Iresh Swami Ex - VC. Solapur University, Solapur	Rajendra Shendge Director, B.C.U.D. Solapur University, Solapur
R. R. Patil Head Geology Department Solapur University, Solapur	N.S. Dhaygude Ex. Prin. Dayanand College, Solapur	R. R. Yaliker Director Managment Institute, Solapur
Rama Bhosale Prin. and Jt. Director Higher Education, Panvel	Narendra Kadu Jt. Director Higher Education, Pune	Umesh Rajderkar Head Humanities & Social Science YCMOU, Nashik
Salve R. N. Department of Sociology, Shivaji University, Kolhapur	K. M. Bhandarkar Praful Patel College of Education, Gondia	S. R. Pandya Head Education Dept. Mumbai University, Mumbai
Govind P. Shinde Bharati Vidyapeeth School of Distance Education Center, Navi Mumbai	Sonal Singh Vikram University, Ujjain	Alka Darshan Shrivastava Shaskiya Snatkottar Mahavidyalaya, Dhar
Chakane Sanjay Dnyaneshwar Arts, Science & Commerce College, Indapur, Pune	G. P. Patankar S. D. M. Degree College, Honavar, Karnataka	Rahul Shriram Sudke Devi Ahilya Vishwavidyalaya, Indore
Awadhesh Kumar Shirotriya Secretary, Play India Play (Trust),Meerut	Maj. S. Bakhtiar Choudhary Director,Hyderabad AP India.	S.KANNAN Ph.D , Annamalai University,TN
	S.Parvathi Devi Ph.D.-University of Allahabad	Satish Kumar Kalhotra
	Sonal Singh	

**Address:-Ashok Yakkaldevi 258/34, Raviwar Peth, Solapur - 413 005 Maharashtra, India  
Cell : 9595 359 435, Ph No: 02172372010 Email: ayisrj@yahoo.in Website: www.isrj.net**



## 'A COMPARATIVE ASSESSMENT OF EMPLOYEE'S PERCEPTION TOWARDS MOTIVATIONAL PRACTICES OF ENGINEERING INDUSTRY IN SATARA'

SARANG S. BHOLA AND SUPRIYA SURESH RASKAR,

Associate Professor, Karmaveer Bhaurao Patil Institute of Management Studies and Research, Satara (Maharashtra)  
Research Scholar, Karmaveer Bhaurao Patil Institute of Management Studies and Research, Satara (Maharashtra)

### Abstract:

*Motivation is a planned managerial process which stimulates the people work to the best of their capabilities; by providing them monetary and non-monetary benefits with motives which are based on their unfulfilled needs. Present research involves comparative assessment of employee's perception towards motivational practices applied in selected five engineering units in Satara M.I.D.C. Sample units are selected by using purposive sampling method. So workers working in respective sample units are taken as sample. It is found that individual financial incentive, Salary increment, company's welfare facilities, regular training program etc. are the most effective motivational practices which helps to increase employee productivity, employee work efficiency and employee loyalty, But each organizations internal environment, rules and regulations and policies are different hence, results are also varies as per organization.*

### KEYWORDS:

Motivation, employee perception, Motivational practices, Engineering Industry, Satara.

### INTRODUCTION

Every person has different reasons for working as an individual. But, we all work because we obtain something that we need from work. That something obtained from work impacts on morale, employee motivation, and the quality of life. In today's competitive world getting done the excellent work from employee is the major job of HR Manager. Human nature can be very simple, yet very complex too and for Motivational practices, techniques are used by many organizations to effectively utilize Human resource.

The effectiveness of work is depends on the willingness of employees to do assigned task with efforts and enthusiasm. Motivation is the work a manager performs to inspire and encourage people to take required action. The success of any organization is depends on the motivational practices accepted by organization for employees, because motivational practices may have positive or negative Impact. Motivation is something inside the people that drives them to action. Motivation emerges, in current theories, out of needs, values, goals, intentions, and expectation. Because motivation comes from within such as thoughts, beliefs, ambitions, and goals. Managers need to cultivate and direct the motivation that their employees already have.

## REVIEW OF LITERATURE:

Researcher tries to narrowing the existing research gap in case of impact of motivational practices on productivity with the help of review of literature.

From the view of workers, motivation matters a lot and should be concerned for both employers and the employees. Motivating workers sufficiently with relevance incentives is the only alternative towards workers performance to achieve goal and objectives of the organization and Workers performance of any sort is a function of incentive obtain from the organization and thereby improve and increase productivity (Gana & Bababe, 2011). Financial incentives are effective on job performance, although companies need to consider the issue of job quantity versus quality and also be aware of the limitations of financial incentives. Most employees in the private sector view the relationship between money and employee motivation... "Show me the money, show me respect and show me attention...or show me the door" (Houran & Kefgen, 2007). A positive relationship is existed between extrinsic reward and workers performance i.e. when there is an increase in extrinsic reward like salary, allowances etc. given to workers, there is corresponding increase in workers performance. While there is no significant relationship between intrinsic rewards and workers performance i.e. the value that workers place on the intrinsic rewards like praise, recommendation that they receive from their employees is very minimal and this does not increase their performances (Ajila & Abiola, 2004). According to (Stolovitch, 2004) incentives have an impact on objective attainment; it helps to produce desired results. When incentives offered to teams, many targeted recipients unclear about individual roles or benefits. Incentives positively and strongly influence

- a. Workplace performance: quality and quantity.
- b. Value workers attribute to goal achievement.
- c. Emotional commitment to achieve goals and increase performance.
- d. Loyalty to the organization.

On the contrary (Nelson, 1996) found that, money was not a top motivator, recognition was one of the most powerful tools of motivation. If the employee is not financially burdened, recognition of quality work may have more significant value than monetary rewards. Recognition is not just for the employee who did well. It also sends a message to other employees about the type of performance noticed in a company. The tangible noncash incentives led to better performance than the cash value of that reward even when participants stated a preference for cash. Firms must be careful in asking employees what incentives they prefer, because the preferred incentive may not be the one that leads to the best performance (Jeffrey, 2009). As far as consider recognition, it is a strong motivator, and is actually the rewards linked to achievement. The rewards must be tied to performance and viewed as appropriate by team members (Asproni, 2004). Employees were highly motivated due to good working environment and highly supported by supervisors to perform the task. Underperformers and non performers should be given more responsibility and different roles and responsibility should be given to them to make them perform well, and the consequence of non performance should be highlighted. All this help to improving performance eventually lead to high productivity (Kalburgi & Dinesh., 2010). Similarly (Doloi, 2007) also opined that, the conducive work environment and incentivized employment contracts in the construction industry will increase employee output.

The psychological states like enhancing HR practices, work attitudes, and turnover are theorized to impact both attitudes (motivation, satisfaction, and organizational commitment) as well as behaviors (performance, absenteeism, and turnover) (Gardner, Moynihan, Jeong, Patrick, & Wright, 2001). There are large differences on the impact of human resource practices on labor productivity across levels of technological investment. Firms with high levels of R & D investment and HRM systems with multiple ports of entry, performance incentives, and lower turnover have higher worker productivity than comparable high R & D firms without these HRM practices. Similarly, firms with low R & D that implement HRM systems with performance incentives have higher productivity than low R & D firms without performance incentives (Andersson, Brown, Campbell, Chiang, & Park, 2005). The interrelationship of sound employee involvement practices with employee ownership has a positive effect on motivation and performance, in the context in which tax incentives were introduced for employee shareholding. It recognizes that productivity gains are more likely when share schemes 'are combined with modern management practices which promote active employee participation'. There is positive relationship between Employee involvement, ownership, motivation and productivity (Michie, Oughton, & Bennion, 2002).

Management should play an active and continuous role in managing on site motivational processes; employee's desired outcomes should be tied to performance and management should focus on

eliminating performance obstacles (Thwala & Monese, 2008). Proper motivation of employees is directly associated with productivity and with maintenance factors. Workers who are content with their jobs, who feel challenged, who have the opportunity to fulfill their goals will exhibit less destructive behavior on the job. They will be absent less frequently, they will be less inclined to change jobs, and, most importantly, they will produce at a higher level (Valencia, 1998). Thus the use of positive motivational techniques must be consistent and timely in order to be effective. Proper use of positive motivation is critical for managers in constantly changing business environment. How well managers use these techniques to motivate employees directly affects the productivity and efficiency that employees need to compete in business today (Kamery, 2004).

The motivational practices and techniques changes as per industry type, nature, culture, scope, work type and also personnel. Some results states that monetary motivation i.e. money are more important than non-monetary motivation and vice-versa. The productivity measures on the basis of total production, efficiency, employee retention rate, absenteeism and performance etc. It is also found that impact of motivational reforms on performance varies.

#### RESEARCH METHODOLOGY:

Present research used descriptive research design. The study involves comparative assessment of employee's perception towards motivational practices. Required data is qualitative in nature which is collected by using inferential approach. Secondary data about different these motivational, techniques practiced in sample units have been collected and Employee perceptions towards these motivating factors have been assessed. Structured schedule is used to assess the perception which contains from structures and 46 variables in total.

Five engineering units where motivational reforms are implemented were purposely selected as sample units by using purposive sampling method from engineering industry in Satara, Maharashtra, India. Thirty samples from each unit are taken, so the total number of sample becomes 150. From 30 samples each of five selected units the data regarding opinions of employees on most motivational incentives program, motivational practices implemented, opinions about existing and implemented motivational reforms and policies, and employees perception towards organizations general policies is assessed. The comparative analysis is also done using spearman's rank co-relation. Analysis is done using average, mean, rank, Spearman's Rank Co-relation, Independent sample t-test.

#### DATA ANALYSIS AND DISCUSSION:

Motivational practices, techniques are different for each unit. Comparative assessment of employee motivating factors and employee perceptions towards motivational practices is as follows:

Table No.1

Comparison of opinions of Employees on Most Motivational Incentives Program:  
Following table shows frequency distribution of incentives programs implemented in sample units.

Sr.	Incentives Program	A. Pvt. Ltd., Satara	B Pvt. Ltd., Satara	C Pvt. Ltd., Satara	D Pvt. Ltd., Satara	E Pvt. Ltd., Satara	No. of Respondent	Percentage (%)
1	Individual Financial Incentives	30	30	30	30	0	120	80
2	Collective Financial Incentives	0	0	0	0	30	30	20
3	Individual Non-Financial Incentives	0	0	0	0	0	0	0
4	Collective Non-Financial Incentives	0	0	0	0	0	0	0
	Total	30	30	30	30	30	150	100

(Source: Compiled by researcher)

Above table indicates that employees in Unit A, B, C, and D Pvt. Ltd. get motivated by Individual Financial Incentives while employees in E Pvt. Ltd., get motivated by Collective Financial Incentives. Most of the employees receives Individual Financial Incentives as a motivational package. No unit found to after non-financial incentives.

### 1. Comparison of Employee Motivational Factor in between of every company:

**Table No.2**

#### a.Employee Motivational factors:

Following table assess employee motivational factors in Five Sample organizations. Seventeen motivational factors have been executed to sample of which mean motivational factor and ranks based on mean is calculated.

Sr.	Employee Motivational Factor	A Pvt. Ltd., Satara		B Pvt. Ltd., Satara		C Pvt. Ltd., Satara		D Pvt. Ltd., Satara		E Pvt. Ltd., Satara	
		Mean	Rank	Mean	Rank	Mean	Rank	Mean	Rank	Mean	Rank
1	Salary increment	4.37	1	4.17	1	4.23	2	4.53	2	4.83	2
2	Job Security	3.60	13	4.00	5	3.97	11	4.27	4	4.30	7
3	Work Appreciation and Reward	3.80	8	4.17	1	3.83	12	4.17	7	4.37	5
4	Working Environment	3.43	14	3.83	9	3.83	12	4.33	3	4.20	9
5	Promotional Opportunity	3.87	6	3.70	10	4.00	9	4.10	9	3.80	13
6	Support from Co-worker and Superiors.	3.63	12	3.23	15	4.23	2	4.17	7	4.37	5
7	Company recognize and acknowledge your work.	3.83	7	3.50	13	4.00	9	4.27	4	4.27	8
8	Good relationship with co-workers	3.73	10	3.87	8	4.13	7	4.00	13	4.67	4
9	Welfare Facilities	3.73	10	3.97	6	4.40	1	4.80	1	4.87	1
10	Profit Sharing Incentives	3.93	3	3.67	12	4.17	5	4.03	12	4.03	11
11	Job Profile/ Design	3.27	15	3.30	14	3.70	14	3.40	15	3.70	14
12	Job Enrichment	3.17	16	3.10	16	3.10	15	3.07	17	3.07	16
13	Employee-Management involvement in decision making	3.97	2	4.13	3	4.23	2	4.20	6	4.73	3
14	Flexi time - Flexi work	3.77	9	3.70	10	3.10	15	3.43	14	2.70	17
15	Interesting Work	3.90	4	3.90	7	4.13	7	4.07	10	3.93	12
16	Tactful Discipline	3.13	17	3.00	17	3.07	17	3.17	16	3.47	15
17	Regular Training program	3.90	4	4.10	4	4.17	5	4.07	10	4.13	10

(Source: Compiled by Researcher)

Above table shows that Salary increment is the most important motivational factor since the mean score ranging from 4.17 to 4.83 across these five companies. With three company's welfare facilities is the most important motivational factor with mean score ranging from 4.40 to 4.87. Regular training program is also important motivational factor for four companies with mean score ranging from 4.07 to 4.17. While Job enrichment is the least motivational factor with mean score ranging from 3.07 to 3.17 followed by Tactful Discipline with mean score ranging from 3.00 to 3.47 across these five companies.

Employees opinions regarding their own motivational factors has effect of other environmental factors like previously satisfied factors, facility provide by organization, unsatisfied current need, experience and economical background etc.

a.Spearman's Rank Co-relation of Employee Motivational Factor amongst sample companies:

**Table No.3**

Ranks calculated on the basis of mean Motivational factor score in previous table is assessed using spearman's rank co-relation.

Sr.	Sample Unit	Correlation	A Pvt. Ltd., Satara		B Pvt. Ltd., Satara		C Pvt. Ltd., Satara		D Pvt. Ltd., Satara		E Pvt. Ltd., Satara	
			Mean	Rank	Mean	Rank	Mean	Rank	Mean	Rank	Mean	Rank
1.	A Pvt. Ltd., Satara	Correlation Coefficient	1.000		.613**		.642**		.358		.370	
		Sig. (2-tailed)			.009		.005		.159		.144	
2.	B Pvt. Ltd., Satara	Correlation Coefficient	.613**		1.000		.477		.592*		.643**	
		Sig. (2-tailed)	.009				.053		.012		.005	
3.	C Pvt. Ltd., Satara	Correlation Coefficient	.642**		.477		1.000		.598*		.768**	
		Sig. (2-tailed)	.005		.053				.011		.000	
4.	D Pvt. Ltd., Satara	Correlation Coefficient	.358		.592*		.598*		1.000		.774**	
		Sig. (2-tailed)	.159		.012		.011				.000	
5.	E Pvt. Ltd., Satara	Correlation Coefficient	.370		.643**		.768**		.774**		1.000	
		Sig. (2-tailed)	.144		.005		.000		.000			

\*\* Correlation is significant at the 0.01 level (2-tailed). And \* Correlation is significant at the 0.05 level (2-tailed).

Note: Seventeen variables of Motivational factors were processed.

(Source: Compiled by Researcher)

Above table reveals significant correlation of 0-01 level in between A Pvt. Ltd. and B, C Pvt. Ltd. between B Pvt. Ltd. and E Pvt. Ltd., C Pvt. Ltd. and E Pvt. Ltd., D Pvt. Ltd. and E Pvt. Ltd. The significant correction at the 0.05 level found in between B Pvt. Ltd. D Pvt. Ltd., C Pvt. And D Pvt. Ltd., Correlation did not found in between A Pvt. Ltd and D Pvt. Ltd; E Pvt. Ltd. and between B Pvt. Ltd and C Pvt. Ltd.

2. Comparison of Employees Opinion regarding existing and implemented motivational reforms and policies of sample Units:

**Table No.4**

a. Employees Opinion regarding existing and implemented motivational reforms and policies:

Following table assess employee's opinion regarding existing and implemented motivational reforms and policies in Five Sample organizations. Sixteen types of outcomes are considered to sample of which mean opinions and ranks based on mean is calculated.

Sr.	Particulars	A Pvt. Ltd., Satara		B Pvt. Ltd., Satara		C Pvt. Ltd., Satara		D Pvt. Ltd., Satara		E Pvt. Ltd., Satara	
		Mean	Rank	Mean	Rank	Mean	Rank	Mean	Rank	Mean	Rank
1	Encourages me to give best performance	4.17	3	4.43	1	3.80	4	3.97	9	4.03	13
2	Encourages me to stay in organization	4.10	4	3.93	5	3.63	7	3.93	12	4.10	12
3	Encourages to take less leaves	3.73	9	3.83	9	3.83	3	3.40	16	2.53	16
4	Gives financial assistance	4.50	1	4.23	2	3.67	6	4.43	2	4.47	4
5	Build a strong bonding with superior and co-workers	3.50	14	3.90	7	4.03	1	4.27	3	4.57	2

6	Gives more technical knowledge and information.	3.17	16	3.27	16	2.90	16	3.80	14	3.97	15
7	Feels organization taken care of me	3.73	9	3.87	8	3.60	10	4.10	5	4.57	2
8	Create more interest in work	3.63	12	3.83	9	3.70	5	4.10	5	4.27	8
9	Increases Loyalty towards organization.	4.10	4	4.10	4	3.87	2	4.23	4	4.40	5
10	Finding opportunities for advancement in this organization.	3.50	14	3.70	13	3.50	12	4.00	8	4.30	7
11	Decreases rate of accidents	4.23	2	3.83	9	3.10	15	4.53	1	4.77	1
12	Helpful to career growth	3.60	13	3.50	15	3.13	14	3.73	15	4.03	13
13	Gives recognition and status	3.70	11	3.77	12	3.63	7	3.97	9	4.33	6
14	Gives Compensation and Rewards	3.93	7	3.93	5	3.17	13	3.90	13	4.23	9
15	Encouraging to perform efficient and effectively towards achieving	3.90	8	4.17	3	3.63	7	3.97	9	4.20	10
16	Satisfied with motivational practices.	3.97	6	3.70	13	3.53	11	4.07	7	4.13	11

(Source: Compiled by Researcher)

Above Table shows employees opinions mean and ranking existing and implemented motivational reforms and policies of selected units. Opinion is affected by every organizations different motivational practice, reforms and policies.

Four sample units most of the employees has opinion regarding existing and implemented motivational reforms and policies that it gives financial assistance with the mean score ranging from 4.23 to 4.50 across these companies and Increases Loyalty towards organization with the mean score ranging from 4.10 to 4.40 across these companies. With three company's employees have opinions because of existing and implemented motivational reforms and policies rate of accidents are decreases with mean score ranging from 4.23 to 4.77 and Build a strong bonding with superior and co-workers with mean score ranging from 4.03 to 4.57 across these companies. While five sample units employees has least of opinion regarding existing and implemented motivational reforms and policies that Gives more technical knowledge and information with mean score ranging from 2.90 to 3.97 across these five companies.

a.Spearman's Rank Co-relation of Employee Opinion regarding existing and implemented motivational reforms and policies in amongst sample companies:

**Table No.5**

Ranks calculated on the basis of mean Employee Opinion score in previous table is assessed using spearman's rank co-relation.

Sr.	Sample Unit	Correlation	A Pvt. Ltd., Satara	B Pvt. Ltd., Satara	C Pvt. Ltd., Satara	D Pvt. Ltd., Satara	E Pvt. Ltd., Satara
1.	A Pvt. Ltd., Satara	Correlation Coefficient	1.000	.671**	.166	.360	.198
		Sig. (2-tailed)	.	.004	.540	.171	.463
2.	B Pvt. Ltd., Satara	Correlation Coefficient	.671**	1.000	.584*	.305	.225
		Sig. (2-tailed)	.004	.	.018	.250	.402
3.	C Pvt. Ltd., Satara	Correlation Coefficient	.166	.584*	1.000	.250	.111
		Sig. (2-tailed)	.540	.018	.	.350	.683
4.	D Pvt. Ltd., Satara	Correlation Coefficient	.360	.305	.250	1.000	.874**
		Sig. (2-tailed)	.171	.250	.350	.	.000
5.	E Pvt. Ltd., Satara	Correlation Coefficient	.198	.225	.111	.874**	1.000
		Sig. (2-tailed)	.463	.402	.683	.000	.

\*\* . Correlation is significant at the 0.01 level (2-tailed). And \* . Correlation is significant at the 0.05 level (2-tailed).

Note: Sixteen variables of Employees opinion regarding motivational outcome were processed.

(Source: Compiled by Researcher)



Above table reveals significant correlation of 0-01 level in between A Pvt. Ltd. and B, between D Pvt. Ltd. and E Pvt. Ltd.

The significant correction at the 0.05 level found in between B Pvt. Ltd. And C Pvt. Ltd., Correlation did not found in between A Pvt. Ltd and C Pvt. Ltd; D Pvt. Ltd.; E Pvt. Ltd., and between B Pvt. Ltd. and D Pvt. Ltd; E Pvt. Ltd.

3. Employee's perception towards organization's general policies (Which directly and indirectly motivates them):

**Table No.6**

**a.Employee's Perception towards organization's general policies:**

Following table assess Employees perceptions towards Organization's general policies in five sample organizations. Nine types of opinions are considered to sample of which mean opinions and ranks based on mean is calculated.

Sr.	Particulars	A Pvt. Ltd., Satara		B Pvt. Ltd., Satara		C Pvt. Ltd., Satara		D Pvt. Ltd., Satara		E Pvt. Ltd., Satara	
		Mean	Rank	Mean	Rank	Mean	Rank	Mean	Rank	Mean	Rank
1	adequate and reasonable salary/ Pay Structure	3.47	8	3.70	7	3.40	9	3.50	7	3.70	7
2	leaves system, rules and regulation	3.77	7	3.87	4	3.57	7	3.10	9	4.50	4
3	Lunch and rest breaks system.	3.93	6	4.10	1	4.07	3	4.17	4	4.63	1
4	Provision of medical benefits	4.13	4	4.03	3	3.67	6	3.80	6	4.03	6
5	Easy possibility of visibility with top management.	4.60	1	3.23	9	3.50	8	3.27	8	3.70	7
6	Recognition of excellent/ good performance by superiors	4.33	2	3.80	6	4.07	3	4.30	2	3.57	9
7	Organization having fair amount of team spirit.	3.37	9	3.53	8	4.20	1	3.93	5	4.60	2
8	Provision of regular training programs	4.13	4	3.83	5	3.93	5	4.30	2	4.13	5
9	Provision of safety training and equipment	4.30	3	4.07	2	4.13	2	4.33	1	4.60	2

(Source: Compiled by Researcher)

Above table indicates that employees in all five organizations opinion that their organizations provides required safety training and equipment to them since with the mean score ranging from 4.07 to 4.60 across these companies. They are satisfied with the lunch, rest breaks system with the mean score ranging from 4.07 to 4.63 across all five organizations. Superiors in A,C and D Pvt. Ltd. recognizes excellent/ good performance of employees with mean score ranging from 4.07 to 4.33 across these companies.

While employees in five sample units are least satisfied about adequate and reasonable salary with mean score ranging from 3.40 to 3.70 across these five companies with lowest ranks. This opinion has affect of previously existing working nature and condition, rules and regulation system, structure, culture and policies and has impact on opinions of employee's.

**a.Spearman's Rank Co-relation of employee's opinions towards organizations general policies:**

**Table No.7**

Ranks calculated on the basis of mean Employee Opinion score in previous table is assessed using spearman's rank co-relation.

Sr.	Sample Unit	Correlation	A Pvt. Ltd., Satara	B Pvt. Ltd., Satara	C Pvt. Ltd., Satara	D Pvt. Ltd., Satara	E Pvt. Ltd., Satara
1.	APvt. Ltd., Satara	Correlation Coefficient	1.000	.000	-.059	.290	-.439
		Sig. (2-tailed)	.	1.000	.881	.449	.237
2.	B Pvt. Ltd., Satara	Correlation Coefficient	.000	1.000	.293	.393	.571
		Sig. (2-tailed)	1.000	.	.444	.295	.108
3.	C Pvt. Ltd., Satara	Correlation Coefficient	-.059	.293	1.000	.727*	.574
		Sig. (2-tailed)	.881	.444	.	.027	.106
4.	D Pvt. Ltd., Satara	Correlation Coefficient	.290	.393	.727*	1.000	.228
		Sig. (2-tailed)	.449	.295	.027	.	.555
5.	E Pvt. Ltd., Satara	Correlation Coefficient	-.439	.571	.574	.228	1.000
		Sig. (2-tailed)	.237	.108	.106	.555	.

\*\* . Correlation is significant at the 0.01 level (2-tailed). And \* . Correlation is significant at the 0.05 level (2-tailed).

Note: Sixteen variables of Employees opinion regarding motivational outcome were processed.  
(Source: Compiled by Researcher)

Above table reveals significant correction at the 0.05 level found in between C Pvt. Ltd. and D Pvt. Ltd. Correlation did not found in between remaining samples.

#### FINDINGS:

- 1.80% Employee are motivated by motivated by individual Financial Incentives and 20% are motivated by Collective Financial Incentive.
- Salary increment is the important motivational factor for employees followed by company's welfare facilities and regular training program while tactful discipline is the least important motivational factor for them.
- Spearman's Rank Co-relation of Employee Motivational Factor amongst sample units is significant correlation of 0-01 level in between APvt. Ltd. and B, C Pvt. Ltd. between B Pvt. Ltd. and EPvt. Ltd., C Pvt. Ltd. and EPvt. Ltd., D Pvt. Ltd. and EPvt. Ltd.
- Four sample units employees has opinion regarding existing and implemented motivational reforms and policies that it gives financial assistance with the mean score ranging from 4.23 to 4.50 across these companies and Increases Loyalty towards organization with the mean score ranging from 4.10 to 4.40 across these companies.
- Spearman's Rank Co-relation of employee's opinions regarding existing and implemented motivational reforms and policies is significant correlation of 0-01 level in between A Pvt. Ltd. and B, between D Pvt. Ltd. and EPvt. Ltd.
- All five organizations provides required safety training and equipment, facilitate lunch and rest breaks system but not providing the adequate and reasonable salary.
- Spearman's Rank Co-relation of employee's opinions towards organizations general policies is significant correction at the 0.05 level found in between C Pvt. Ltd. and D Pvt. Ltd. Correlation did not found in between remaining samples.

#### SUGGESTIONS:

1. Organization should give more attention to individual financial incentives program.
2. While designing motivational program organization should make evaluation of employees current motivational factor so motivational program are attract employees and successfully implement. And considering current motivational factors revise periodically previous motivational policies.

**CONCLUSION:**

Present study reveals that every organizations policies are different and so with employees, perceptions of employees are also different. This perceptions are depends upon the previously satisfied needs, wants and also the present requirement of employees and suitable motivational policy with present requirement. So it concluded that for Success of any motivational policy depends fulfillment of employee's current motivational factors.

**REFERENCES:**

- Ajila, C., & Abiola, A. (2004). *Influence of Rewards on Workers Performance in an Organization*. *Journal of Social Science*, 8 (1), 7-12.
- Andersson, F., Brown, C., Campbell, B., Chiang, H., & Park, Y. (2005, May 23). *The Effect of HRM Practices and RandD Investment on Worker Productivity*. Retrieved September 2, 2012, from <http://www.economicsturbulence.com/data/papers/paperhrmpractices.pdf>.
- Asproni, G. (2004). *Motivation, Teamwork, and Agile Development*. *Agile Times*, 4.
- Doloi, H. (2007). *Twinning Motivation, Productivity an Management Strategy in Construction Projects*. *Engineering Management Journal*, 19 (3), 30-40.
- Gana, A. B., & Bababe, F. B. (2011). *The effects of motivation on workers performance (a case study of maiduguri flour mill ltd. Borno state, nigeria)*. *Continental J. Social Sciences*, 4 (2), 8-13.
- Gardner, T. M., Moynihan, L. M., Jeong, H., Patrick, P., & Wright, M. (2001). *Beginning to Unlock the Black Box in the HR Firm Performance Relationship: The Impact of HR Practices on Employee Attitudes and Employee Outcomes*. 1-12 Working Paper, CAHRS / Cornell University, 187 Ives Hall, Ithaca, NY 14853-3901 USA.
- Houran, J., & Kefgen, K. (2007). *Money and Employee Motivation*. 20 I 20 SKILL ASSESSMENT 372 Willies Ave, Mineola, NY 11501.
- Jeffrey, S. A. (2009). *Justifiability and the Motivational Power of Tangible Noncash Incentives*. *Human Performance*, 22, 143-155.
- Kalburgi, M. J., & Dinesh., G. P. (2010). *Motivation as a tool for productivity in Public sector unit*. *Asian Journal of Management Research*.
- Kamery, R. H. (2004). *Motivation Techniques For Positive Reinforcement*. *Allied Academies International Conference, Proceedings of the Academy of Legal, Ethical and Regulatory Issues*, 8, pp. 91-96.
- Michie, J., Oughton, C., & Benn, Y. (2002). *Employee ownership, motivation and productivity*. *Employees Direct Report*.
- Nelson, B. (1996). *Dump the cash, load on the praise*. *Personnel Journal*.
- Stolovitch, H. D. (2004). *Incentives, Motivation And Workplace Performance: Research And Best Practice*. *ASTD International Conference and Expo*, (pp. 21 - 28). Washington.
- Thwala, W. D., & Mone, L. N. (2008). *Motivation As A Tool To Improve Productivity On The Construction Site*. Retrieved August 27, 2012, from <http://www.cib2007.com/papers/CIDB2008%20Final%20paper%20No%2024a.pdf>.
- Valencia, C. (1998). *Motivation and Productivity in the Workplace*. Retrieved August 27, 2012



**SARANG S. BHOLA**

Associate Professor, Karmaveer Bhaurao Patil Institute of Management Studies and Research, Satara (Maharashtra)



**SUPRIYA SURESH RASKAR,**

Research Scholar, Karmaveer Bhaurao Patil Institute of Management Studies and Research, Satara (Maharashtra)

# Publish Research Article International Level Multidisciplinary Research Journal For All Subjects

Dear Sir/Mam,

We invite unpublished research paper.Summary of Research Project,Theses,Books and Books Review of publication,you will be pleased to know that our journals are

## Associated and Indexed,India

- \* International Scientific Journal Consortium Scientific
- \* OPEN J-GATE

## Associated and Indexed,USA

- EBSCO
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Databse
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database

Golden Research Thoughts  
258/34 Raviwar Peth Solapur-413005,Maharashtra  
Contact-9595359435  
E-Mail-ayisrj@yahoo.in/ayisrj2011@gmail.com  
Website : www.isrj.net