



THE IMPACT OF EMPLOYEES' MOTIVATION TOWARDS PRODUCTIVITY IN CEMENT INDUSTRY

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Abstract

This study has focused on the impact of employees' motivation towards productivity in cement industry. 49 samples were identified for this study. The primary data were collected through the instrument of well-structured questionnaire. The secondary data were collected from textbooks, journals, magazines, newspapers and libraries. The researcher find out employees can improve their performance if they are motivated in the workplace. The researcher recommended that the anticipation and the existing practices as motivational techniques should be narrowed. The findings of this study revealed that alongside monetary incentives, another key factor in motivating employees is to involve them in the process aimed at attaining organizational effectiveness because without their co-operation and support a great deal of managerial energy may be wasted. This study has concluded that efforts should be aimed at motivating staff of all levels in order to increase productivity for higher returns. Management style also has effect on the employee's performance. In conclusion organizations that intend to grow must attain and maintain a high level of employee motivation in the organizations.

Keywords: Motivation, Productivity, Employee Performance.

Introduction

Motivation is the most important factor for the success of any organization. Motivation plays a key role in order to boost the productivity level of every organization be it private, public or non -governmental organization. All organization comes across the issue of motivation whether they are in the public, non- government or private sector (Zameer et.al, 2014). According to (Burton, 2013) there are intrinsic rewards and extrinsic rewards as well. Intrinsic rewards are those that come from within a person. The reward is not tangible and is important to the individual, such as pride. There are also extrinsic rewards which are those that are given out by another person. These rewards are tangible and the individual must prove themselves to someone in order to obtain the reward, such as a bonus and good remuneration.

Statement of the Problem

Employees play important role in the customer perception about the organization. Organizations spend huge amount of money to gain customer loyalty but they forget the employee motivation. Customers interact with the employees and also carry out organizational image in their mind through the behavior and attitude of the employees. Therefore, organizations should be moving their attention toward the employee motivation. In this age of globalization organizations face competition in the market, if they could not successfully motivate their employee, their existent in this competitive environment would be questionable (Zameeret.al, 2014). Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Forson, 2012).

Workers leave organization due to the fact that they are not motivated enough. Some are not willing to leave because they are enjoying some benefit in terms of promotion, which leads to increase in salaries and wages, bonus and some other incentives. In this case if there a high turnover due to lack of motivation, hence low performance and productivity becomes the end result and finally work dissatisfaction. The aim of this research therefore is to find out the availability of incentive in the form of employee motivation, the type of incentive



package that is given to the employee and the contribution and impacts of motivation to the productivity and growth to achieve the corporate objectives.

Objectives of the Study

- To examine the impact of employee motivation to increase the production in cement industry.
- To investigate the motivational techniques adopted by cement industry and their relationship with the productivity.
- To recommend suggestions to improve employee motivation in cement industry in the study area.

Impact of Motivation on Employee's Performance

Today organization can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is human resources. So we can say that human resources are the very important or most competitive assets of any organization that cannot be exchangeable.

Human resources or human assets mean the workers or the employee of any organization. So the motivation is main factor that affect the human resources of the organization. The organization should be motivating their employees for the best performance or for achieving the organizational goals. In fact motivation is the best tool for best performance. Today there are many discussions about motivation and the relationship of employee's efficiency and the organizational efficiencies. Motivation will lead to the fact that workers or employees of the organization will seriously do his duties and responsibilities (Azar and Shafighi, 2013). They further mentioned that attractive Salaries or pays also a valuable tool and play an important role to increase employee's performance and also increase the productivity of an organization.

As the survey conducted by (Uzonna, 2013), indicated that a majority of the respondents consider the opportunity for growth to be more of a factor in job motivation than pay. The survey conducted suggests growth opportunities and challenges have a positive effect on a person's motivation in the work place. The majority of people they surveyed rank growth opportunities higher than pay when it comes to job motivation. They further mentioned that, most of the people in the survey answered that they would take a high-profile job with more responsibilities but without any pay increase when given the opportunity. This behaviour suggests that people prefer recognition associated with the job. These workers value new knowledge and new skills. Non-cash rewards also play an important role in any organization, as rewards for exceptional performance are vital for employee motivation. Employees want and need recognition on the job, and an effective way of satisfying this need is through non-cash rewards.

Effects of Motivation on Productivity

According to Forson 2012, productivity in general has been defined in the Cambridge International and Oxford Advance Learner's dictionaries as the rate at which goods are produced with reference to number of people and amount of materials necessary to produced it. On the other hand, productivity has been defined as the utilization of resources in producing a product or services.

According to the study conducted by (Zameer et al, 2014) suggest that if organizations motivate their employee's by using these tools such as job enrichment, job security, reasonable salary and other additional incentives then the employee's performance automatically increased and organizations achieve their goals easily. Similarly MUOGBO U.S, 2013 stated that, workers exhibited productive work behaviour when rewards were made contingent upon performance. He observes that poor remuneration in relation to profits made by organization, wage differentials between high and low income earners among other things contributed to low morale, lack of commitment and low productivity.

Research Methodology

Descriptive study research method was applied to investigate and describe the relationship between employee motivation and productivity in the study area. The total population was restricted to only the production and HR



staff of cement industry. The population consists of higher, middle and lower levels both the senior and junior staff which comprises of both the male and female staff. This research work used the random sampling technique. The sources of data used in this study were primary and secondary data. Primary data are those collected first hand from the five factories for study.

Results and Discussion

Table 1: Demographic characteristics of respondents

S. No.	Demographic categories	Frequency	Percentage
1.	Age		
	18 -30	12	24.5
	31-40	25	51.0
	41-50	7	14.3
	51-60	5	10.2
	Total	49	100.0
2.	Sex		
	Male	37	75.5
	Female	12	24.5
3.	Education		
	10 to 12 Standard	11	22.4
	Diploma	17	34.7
	Degree	16	32.7
	Master degree	5	10.2
	Total	49	100.0
4.	Designation		
	Supervisor	6	12.24
	Engineer	4	8.16
	Technician	8	16.33
	Quality assurance	5	10.2
	Team leader	9	18.37
	Senior electrician	3	6.12
	Senior mechanic	4	8.16
	Junior electrician	4	8.16
	Junior mechanic	6	12.26
	Total	49	100.0
5.	Experience		
	1 to 3 Years	8	16.3
	3 to 6 years	8	16.3
	6 to 8 years	7	14.3
	Above 8 years	26	53.1
	Total	49	100.0

Source: Own survey 2016

Table 1 described about the respondents demographic characteristics. Age was classified as 18 to 30, 31 to 40, 41 to 50 and 51 to 60. The result percentages are 24.5, 51.0, 14.3 and 10.2. Sex was classified as Male respondents 75.5 % and Female 24.5 %. Educational qualification was classified as 10 to 12th standard, Diploma, Degree, Master degree. The results are 22.4 %, 34.7%, 32.7% and 10.2%. Employees' designation was classified as production supervisor, engineer, technician, quality assurance, team leader, senior electrician, senior mechanic, junior electrician, junior electrician and junior mechanic. The respondents are distributed as 12.24 %, 8.16 %, 16.33%, 10.2%, 18.37%, 6.12%, 8.16%, 8.16 % and 12.24%. The researcher has classified the experience into five divisions. They are 1 to 3 years, 3 to 6 years, 6 to 8 years and above 8 years. The respondents' percentages are 16.3, 16.3, 14.3 and 53.1 respectively.



Table 2: Intrinsic Motivation factors

Variables	Experience	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Delegation	1 to 3 years	2.04	8.16	4.08	2.04	0
	3 to 6 years	2.04	4.08	4.08	0	6.12
	6 to 8 years	6.12	6.12	2.04	0	0
	Above 8 years	12.24	30.61	8.16	0	2.04
Appreciation	1 to 3 years	0	0	2.04	8.16	6.12
	3 to 6 years	0	0	6.12	4.08	6.12
	6 to 8 years	2.04	4.08	4.08	2.04	2.04
	Above 8 years	2.04	2.04	10.2	18.37	20.41
Caring	1 to 3 years	0	2.04	4.08	0	10.21
	3 to 6 years	0	4.08	2.04	4.08	6.12
	6 to 8 years	0	6.12	2.04	4.08	2.04
	Above 8 years	0	6.12	16.33	16.33	14.29
Freedom	1 to 3 years	2.04	6.12	4.08	0	4.08
	3 to 6 years	0	8.16	0	2.04	6.12
	6 to 8 years	0	8.16	0	2.04	6.12
	Above 8 years	2.04	26.54	16.33	6.12	2.04
Recognition	1 to 3 years	2.04	2.04	2.04	10.21	0
	3 to 6 years	0	6.12	4.08	2.04	2.04
	6 to 8 years	0	2.04	0	2.04	6.12
	Above 8 years	2.04	8.16	22.45	12.24	8.16

Source: Own survey 2016

From the above table intrinsic motivation factors are identified. They are delegation, appreciation, caring, freedom and recognition. 30.61% of employees above eight years of experience agree with the delegation procedure available in the cement industry. 20.41% of employees with above eight years of experience strongly disagree with the appreciation provided by the study units. 16.33% of employees with above eight years of experience disagree with the caring variable. 26.54% of respondents above eight years of experience agree with freedom provided to them during work. 22.45% of respondents above eight years of experience says neutral regarding recognition.

Table 3: Extrinsic Motivation Factors

Variables	Experience	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Benefits	1 to 3 years	0	2.04	8.16	6.12	0
	3 to 6 years	2.04	0	4.08	10.2	0
	6 to 8 years	4.08	0	4.08	6.12	0
	Above 8 years	4.08	12.24	12.24	22.4	2.04
Rewards	1 to 3 years	2.04	4.08	2.04	6.12	2.04
	3 to 6 years	0	6.12	2.04	8.16	0
	6 to 8 years	0	6.12	4.08	2.04	2.04
	Above 8 years	4.08	20.41	6.12	12.23	10.2



Further education	1 to 3 years	2.04	4.08	0	6.12	4.08
	3 to 6 years	0	2.04	0	8.16	6.12
	6 to 8 years	0	4.08	0	4.08	6.12
	Above 8 years	2.04	10.2	12.23	18.37	10.2
Monetary rewards	1 to 3 years	0	6.12	0	8.16	2.04
	3 to 6 years	4.08	4.08	2.04	2.04	4.08
	6 to 8 years	2.04	6.12	0	0	4.08
	Above 8 years	0	12.23	2.04	26.54	12.23
Promotion	1 to 3 years	0	6.12	4.08	2.04	4.08
	3 to 6 years	0	2.04	4.08	4.08	6.12
	6 to 8 years	2.04	2.04	4.08	0	6.12
	Above 8 years	0	10.2	2.04	28.6	12.23

Source: Own survey 2016

From table 3 22.4 % of the respondents disagree with the benefits provided to them. 20.41% of the respondents agree with the rewards provided to them. 26.54 % of the respondents disagree with the monetary rewards. 28.6 % of the respondents disagree with the promotion method.

Table 4: Work Environment

The way the factory does its management always makes me to put in the best			
Responses	Frequency	Percentage	Cumulative Percentage
Strongly agree	3	6.1	6.1
Agree	10	20.4	26.5
Neutral	12	24.5	51.0
Disagree	18	36.7	87.7
Strongly disagree	6	12.3	100
Total	49	100	
Well-motivated staff has a positive attitude towards work			
Strongly agree	15	30.6	30.6
Agree	24	49.0	79.6
Neutral	2	4.1	83.7
Disagree	4	8.2	91.9
Strongly disagree	4	8.2	100
Total	49	100.0	
Only the top management are responsible for the formulation of employee motivation strategy			
Strongly agree	2	4.1	4.1
Agree	7	14.3	18.4
Neutral	7	14.3	32.7
Disagree	19	38.8	71.5
Strongly disagree	14	28.6	100
Total	49	100.0	
I feel the urge to remain with the factory			
Strongly agree	1	2.0	2.0
Agree	13	26.5	28.5
Neutral	11	22.4	50.9



Disagree	13	26.5	77.4
Strongly disagree	11	22.6	100
Total	49		100.0

Source: Own survey 2016

From the above table, 20.4% of the respondents agree the way the factory does its management always makes them to put their best and 20.4% of the respondents become neutral and 6.1% of the participants are strongly agree with the response of the management makes them to do their best. On the other hand, 36.7 and 12.2% of the respondents are respectively disagree and strongly disagree that the management do not have any contribution for creating a conducive environment that enhance the motivation of the staffs. In addition to assess the impacts of well-motivated staffs to enhance the productivity of the factory in this competitive world, the respondents were requested about the contribution of motivation on productivity of the factory. 49% and 30.6% of the respondents are agreed and strongly agreed the interconnection between motivation and production respectively. Unlikely, 8.2% of the respondents are both strongly disagree and disagree. 4.1% of the respondents are neither agree nor disagree.

People believe that motivation strategy can only be design by the top management and they are also responsible to create a conducive environment for the employee. Above tables showed that, 38.8 and 28.6% of the respondents are disagree and strongly disagree on the idea that the only involvement of the top management so as to create a conducive environment for the factory while, 14.3% of the employee are both agreed and remain neutral and 4.1% of the respondents are strongly agreed that employee motivation practice and creating a positive working environment is the only tasks of the top management. In general issues to which worker are sensitive about should always be treated with caution so as to help to bring about improved relations between management and workers. It will also help to bring about better approach to work among staff. It was observed that workers who were exposed to better supervisor treatment tended to perform better than those workers who were not treated with much or any consideration.

Findings of the Study

The study however revealed the fact that incentives as driving force carry as much weight as concern and driving force in terms of affecting the motivation to work and the recognition given to the respondents. The study sought to show the effect of incentives on the behaviour of the workers in cement factories in the study area. In so doing, this study took a close look at the factory and its performance in terms of the stated objectives. In particular, the study examined the effects of adequate incentives and motivational factors in the effective functioning of the organization and offers suggestions for improvement. Management come and go, but the workers remains and in fact remains always the continuing link and force. One of the most important lessons from this study is perhaps the fact that managers must get personally involved and take active part in managing motivational processes at work, if they really wish to improve performance and productivity.

The findings of this study are as follows

- Majority of the respondents were view that management techniques enhance employee performance.
- Experienced staffs those stayed long in the factory are more responsive for the motivational factors that are practiced by the cement factories.
- The cement factories have used bonus as a reward for the employee based on the annual performance.
- Promotion given based on required qualification and experience through open competition; the internal staffs get priority in this regard.
- It is observed that motivation has an impact to increase the production.
- There is a huge gap between employee expectation as well as the existing motivational strategies that are practiced in the selected units.
- Men are highly affected with the benefits and the salary offered by the factory than female staffs.
- It is identified that authority, responsibility and delegation of works have got high priority for better performance.
- Almost half of the respondents urged to leave the factory for the betterments.



Recommendations

From the above findings the study is recommending the following recommendations. They are,

- Management techniques such as praises, recognition for achievement, authority, higher responsibility and challenging work enhance employee performance in the organization, if the organization can improve in their techniques it will help to improve employee motivation in the factory and to boost the productivity level as well.
- To attain higher quality of product and services for customer's satisfaction. Workers must be motivated through conducive environment as well as get support from the top management.
- In addition to the extrinsic motivational factor, intrinsic motivation should have to apply in the factory in order to narrow the gap between the expectation and the existing practices.
- The factory needs to adopt some sort of mechanism to show its caring practice to the employee so that the employee can understand their importance in the factory and this helps to increase the sense of belongingness and productivity as well.
- The need for further research: This study did not cover the whole department of the factory; it gives more emphasis to the production department in terms of the contribution of employee motivation to productivity. Thus, further research should be conducted in this direction within the same factory by taking other department in to consideration.
- Finally, the factory should know that management style has effect on the employee performance.

Conclusion

In the course of the study, various relevant literatures relating to the concept of impact of the employee motivation on productivity was revealed. Therefore, based on the researcher findings it was discovered the factory has the motivation strategy but, the existing strategy fails to meet the demands of the employee as a motivation factor. The strategy practiced by the factory give more emphasis on the extrinsic motivation than intrinsic. Furthermore, organizations that intend to grow must attain and maintain a high level of whole rounded employee motivational practices in the organization. Otherwise under such a condition, workers cannot give their best and expected return or output from the job. The management would now need to take an urgent step to look into the problem if the employee is to achieve the stated objectives of the factory. People are different and differ widely in their education, background, personal attitude and expectation. These differences should be taken into consideration in selecting the best incentive to motivate employees. An approach that is successful with employees who want their work to be challenging and free from close supervision for example will be considerably different from the approach that is equally successful with employees, who want to be told exactly what they are supposed to do each day and who want to avoid responsibility for any mistakes that they make. Another area of concern is the nature of the job or the work itself. The findings of this study suggest that the management must seek to provide employees with jobs that offer greater challenge, authority, responsibility and opportunities for personal need satisfaction, only few workers may not mind the job.

The factory should maintain its trained and experienced staff using various motivational factors in order to survive from this global competition. Previously the factory was the only producer of cement in the country however; currently there are a lot of producers who are already entered in to the market. Thus, to regain its good will, the factory needs to work more and redesign the existing motivational strategies as it is become ineffective to urge the employee to stay in the factory. Finally, it is believed that if the management makes positive effort at implementing these suggestions, the factory will regain its cherished traditions and boost productivity.

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