



A COMPARATIVE STUDY ON MOTIVATIONAL SCHEMES FOR THE EMPLOYEES OF SPB LTD AND TNPL OF TAMIL NADU

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Abstract

Human Resources are considered as the “Back bone” of the various industrial sectors. Without preserving and proper maintenance of the human resources, it is highly impossible to obtain the desirable goals of the organization. Hence, the management of the organizations must provide the financial and non-financial benefits for the employees in order to encourage them to do the work properly, effectively and to retain the talented workers constantly. Hence, this study focuses on the motivational schemes provided for the employees of SPB Ltd and TNPL of Tamilnadu.

1.1 Introduction

Motivation is the word derived from the word “Motive” which means needs, desires, wants or drives within the individuals. It is a for process of encouraging or stimulating the people to attain the common goals and aims of the organization easily. One of the most important functions of management is to create willingness and encourage the employees to do their activities effectively. Therefore, the major role of a group leader is creation of interest with regard to performance of employees in their jobs. The term motivation is also called as a stimulus to greater action.

For stimulating the people within the organization both monetary and non-monetary incentives are something which are given in addition to the salary of the employees. Besides the monetary and non-monetary incentives, the employees also have certain other stimuli which can drive them to do better. The earliest economist like Adam Smith (1994) defines “Man as a rational animal motivated by the desire to maximize his economic gain and this has subsequently led management to believe that workers can be instantly motivated to increase production by means of mere promise of more money.” It is believed that if the organizations too offer effective incentive schemes to their employees, they will be motivated and hence increase the productivity.

Motivation refers to reasons that underlie behaviour which is characterized by willingness and violation. Motivation has dealt with both intrinsic and extrinsic motivation to scrutinize their ability. Intrinsic motivation is animated by personal enjoyment, interest, or pleasure, whereas extrinsic motivation is governed by reinforcement contingencies. Motivation involves a constellation of closely related beliefs, perceptions, values, interests, and actions. Motivation within individuals tends to vary across subject areas and this domain specificity increases with age.

1.2 Importance of Motivational Schemes

The term “motivation” is also highly essential for an organization to attain the following:

- a) Increase in productivity.
- b) Improve overall efficiency.
- c) Create more volume of Job satisfaction.
- d) Build friendly relationship and effective co-operation.
- e) Retain the employees for a longer period.
- f) Help in self-development of the individual.
- g) Create healthy and safety working environment.
- h) Develop team work among the employees.
- i) Create a sense of belongingness and organizational commitment.
- j) Boost higher morale among the employees.
- k) Reduce high rate of labour absenteeism and employee turnover.
- l) Besides motivation is also highly important in an organization to create the more empowered employees team and to develop their effective contribution for more profit.

1.3 Statement of the Problem

In this present scenario, motivational schemes are highly important for maintaining the human resources effectively. But the employers of many organizations fail to fulfill the motivational benefits for the employees both financially and non-



financially. Otherwise, the management of the organizations do not consider the employees expectations properly. Besides the management of the organisations are selfish to some extent . Because the main attention of the employers of the firms seems only to gain profit, capture market share and getting popularity in the society. Some of the employers follows “Autocratic Leadership style” and “Surgical method” among the employees which may lead to create a high degree of job dissatisfaction. This type of leadership style is also not suitable in this modern business world. So many previous studies shows that there is a positive correlation between the level of motivational schemes and job satisfaction among the employees. Besides, it is proved that a non-motivated employee is more than just lazy employee. Mostly non-motivated employees are very less active and they may fear to take any decisions for the organizational activities. Generally, the following problems also prevents motivation among the employees i.e., Group Politics, Lack of communication, Discouraging work Done, Unclear instructions and treatment of partiality in the organizations.

Therefore, if the management of the organization fails to provide adequate volume of financial and non-financial benefits for the employees properly, it may cause various kinds of problems within the organization such as job dissatisfaction among the employees, decrease in productivity, migration of the qualified and skill full employees to other concerns, absenteeism, strikes and lockouts.

In this situation, some of the employees continue their job positions in the same organization even with less volume of motivational schemes. Because such kinds of employees tolerate everything in their working environment due to their family background and personal factors. But these types of employees internally gets affected by some of the problems like grievances, conflicts, dissatisfaction with their superiors and Job dissatisfaction. Hence, every employee must be motivated within the organization to do a good job and especially to obtain the goals and aims of the organizations easily. The organisation chosen for conducting the research study comprises SPB Ltd., and TNPL. Among these paper manufacturing companies SPB Ltd., is a Public Ltd., company owned by Private Management whereas TNPL is a Public Ltd., which belongs to Government of Tamilnadu. Even though both are Public Ltd paper manufacturing units, the management of both the organizations are entirely different. The kinds of motivational schemes given for the employees of respective companies also varies. There can be some good motivational schemes which they may adopt. At the same time they may have certain lacuna. Here arises the necessity to identify those best practices (for motivating the employees) in order to fill the vacuum.

1.4 Objectives of This Study

1. To compare the financial and non-financial motivational schemes that motivate the employees working in TNPL, Pugalur and SPB Ltd., Pallipalayam of Tamil Nadu.
2. To know the satisfaction level of employees towards financial and non-financial motivational schemes offered by select paper manufacturing companies.
3. To know the satisfaction level of employees towards working environment in select paper manufacturing companies.
4. To know the satisfaction level of employees towards fringe benefits in select paper manufacturing companies.
5. To identify the expectations of the employees towards motivational schemes offered by their organisations.
6. To measure the relationship existing between socio-economic characteristics of employees and their level of satisfaction towards motivational schemes in select paper manufacturing companies.
7. To evolve a model for motivating the employees in the select paper manufacturing companies.

1.5 Need for the Study

The study will help to find out the the motivational schemes and its impact on the job satisfaction of the employees within the organization. So that this study mainly focuses on the betterment of employees benefits and facilities. As discussed earlier, the management must offer the financial and non-financial motivation schemes for the employees to stimulate them in their working environment based on their following needs.

1.6 Research Methodology

The validity of any research depends on the systematic method of the data collection and analysing the same in a logical and sequential order. The present study made extensive use of both primary and secondary data. The researcher has opted for descriptive style of research design since the research work involves study of respondent (employee) characteristics.

1.6.1 Sampling Design and Size

The researcher collected the primary data relating to the motivational practices among employees working in paper manufacturing companies. Among the top 10 paper mills in India, only 2 paper mills viz., Tamil Nadu Newsprint and Papers



Ltd. (TNPL) and Seshasayee Paper and Boards Ltd (SBP) were listed in Bombay Stock Exchange (BSE) and National Stock Exchange(NSE) under the paper manufacturing companies which are located in Tamil nadu. For ease of collecting data within the stipulated time frame, the researcher planned on a criterion for selecting the employees, based on Disproportionate stratified random sampling technique applied. The sampling technique opted by the researcher i.e., Disproportionate stratified sampling would also yield greater accuracy of results as it is a prominent probability sampling technique that best suits the current study. The employees were stratified on the basis of the capacities (designation) in which they work for the purpose of the study.

In order to fulfill the objectives set, a sample study was undertaken by using a well structured questionnaire that was duly filled in by the respondents. The respondents with varying backgrounds were selected based on the important aspects of their age, designation, educational qualification, monthly income, marital status, family size and so on. Out of the proposed sample size of 30% of the respondents i.e. 979 respondents, the Researcher in consultation with the supervisor has rejected 29 respondents since their replies were biased and some of them has not given reply for all the questions. At last the sample size was restricted to 950 respondents. The detail of the sample distribution is presented in the following table:

Table No. 1 : Distribution of the Sample Size

No.	Company Name	Total Population*	Proposed Sampling Size (30%)	Rejected	Final Sample Size
1	SPB	1328	396	15	381
2	TNPL	1926	583	14	569
	Total	3254	979	29	950

Source (*) : 2012-13 Annual Report of the paper manufactures chosen.

A noteworthy feature was that all the 950 respondents filled the questionnaire with much zeal. This was due to the significant level of literacy among the respondents and the researcher's rapport established with them.

1.6.2 Data Source

The primary data was collected among the employees of SPB Ltd., and TNPL with a well structured questionnaire. The primary data were supplemented by a spate of secondary sources of data. The secondary data pertaining to the study was gathered from the records published by TNPL and SPB Ltd. Latest information was gathered from well equipped libraries in Bangalore, Chennai, Salem and Coimbatore and from Internet web resources. Further, the secondary data were also collected from various leading journals. A number of standard text books were studied to obtain pertinent literature on motivation of employees.

1.6.3. Statistical tools applied

- 1.) Chi-square Method
- 2.) Henry Garrent Ranking Method.

1.7. Scope of the Study

All the organisations emphasize on gaining a competitive advantage in the market. The advanced equipments, new technology, effective marketing, strategic and excellent customer services can be the factors that build these advantages. However, human resource is the most important element in determining the success or failure of an organisation.

Hence, the companies need to motivate employees to stimulate their minds, create an environment for their well-being and also nurture their talent. Motivation is essential not only to boost employees to perform better, and in the long run, would aid in the growth of the organisation.

With cut throat competition across industries and a wide basket of choices and offerings from companies, a high attrition rate is seen and employees don't hesitate for changing their jobs. So this study aims at the impact of motivational schemes among the employees in the large scale paper manufacturing companies in Tamilnadu and there are only two large scale paper industries in this state i.e., TNPL and SPB Ltd. Therefore, this research is mainly focuses on the relationship between



financial and non-financial motivational practices among the employees working in TNPL and SPB Ltd. of Tamil Nadu. So, the generalisations of this research finding needs to be done with caution and this study would benefit the organisations in retaining and maintaining highly motivated workforce.

1.8. Limitations of the Study

1. The field survey was carried out only in selective paper mills which comprises TNPL and SPB Ltd., in Tamil Nadu state of India and the result of the study is not extrapolated to the other geographical areas of paper manufacturing companies / other industries in Tamil Nadu.
2. As a field study, the research was mainly based on self-perceived motives and beliefs, which is not sufficient to build a comprehensive picture of motivation. The study of motivation level requires an in-depth probe as it is presumed that each organisation has its own work environment, requiring varied motivators. However, care has been taken to get a bigger picture of universality of motivators by choosing manufacturing industries as population.
3. The current study relied on questionnaire investigation with concise question contents and lacks the depth of qualitative research methods. The main reason for this could be attributed to the paucity of time and resource constraints.

1.9. Chapter Scheme

- The first chapter gives the intense and clear picture of the financial and non-financial motivational schemes which includes introduction, need for the study, statement of the problem, objectives of the study, research methodology, frame work of analysis, scope of the study and limitations of the study.
- The second chapter deals with the concept and review of literature of the previous studies relevant to the present research.
- The third chapter focuses on the overview of motivational schemes for the employees in select paper mills and highlights the motivation schemes offered by TNPL and SPB Ltd.
- The fourth chapter presents the data analysis and interpretations.
- The fifth chapter recapitulates the summary of findings, suggestions and conclusion.

Review of Literature

Huang and liu (2010)¹ examined the relationship of external environment, self-serving motivation and ocb of physicians. The empirical result showed that external environment had no significant impact on job satisfaction, but had significantly negative effect on ocb. Self-serving motivation and job satisfaction also had positive effects on ocb. The meditative effect of job satisfaction was also significant.

Raju and raju (2011)² has stated that employee job satisfaction is a critical factor in determining the organizational effectiveness. Once the employees are motivated, it influences organization as a whole. Generally an organization uses many techniques to retain and motivate the talent. In this context, the organization should implement reward strategies to make the employees work hard. Sometimes, a sound compensation practice make them work more. These are like recognition for achievement, perks and perquisites, and opportunities for promotion, job security and congenial work environment.

Salleh et al., (2011)³ investigated the relationship between motivation and job performance among State Government employees in Malaysia. The research examined the relationships between overall job performance and motivation dimensions and their job performance. A positive relationship as measured was found between affiliation motivation and performance.

¹ Huang, M. & Liu, T. (2010). *The impact of external environment and self-serving motivation on physician's organisational citizenship behaviours. Journal of Behavioural Studies in Business*, 2, 1-10.

² Raju and Raju (2011). *Does Precise Portfolio Construction of Compensation Generate Organization Excellence? - An Empirical Study in Rashtriya Ispat Nigam Limited, Visakhapatnam (A.P), India. International Journal of Human Resource Studies*, 1(1), 119-134.

³ Salleh, F., Dzul kifli, Z., Wan Abdullah, W.A., & Yaakob, N.H.M., (2011). *The Effect of Motivation on Job Performance of State Government Employees in Malaysia. International Journal of -Humanities and Social Science*, 1(4), 147-154.



Sandhya and Pradeepkumar (2011)⁴ suggested that employee motivation is one of the important factor that can help the employer to improve employee and organizational performance. Different theories of motivation are discussed. The study concludes that employee retention can be practiced better by motivating the employees in the following aspects: Open communication, Employee reward program, Career development program, Performance based bonus, Recreation facilities and Gifts.

Chowdhury (2012)⁵ examined the importance of authoritarian and positive achievement motivation behaviour of the supervisors in enhancing sales people's motivation and work performance. Survey data were collected from 105 sales employees in two retail organisations. The findings indicated that the extent to which the supervisors engaged in positive motivational behaviours, salespersons' intrinsic motivations also increased, which, in turn, increased their performance.

Mishra and Bhandari (2013)⁶ investigated the impact of motivation on job satisfaction and job performance at executives at Bhilai Steel Plant. The idea was to profile factors causing high motivation and job satisfaction and also to profile those factors that contribute to low motivation and dissatisfaction at work and to manage those factors in order to achieve high job performance. The rationale for the study was simply an observation that some employees seem better adjusted and happy at work and are able to cope well with the demands of the working environment while others are not.

Qureshi (2013)⁷ has conducted a research survey among employees working in Punjab university Administration Block. In this study, rewards are hypothesizing to have an effect on employee motivation. Particularly, this study analyses and examine whether rewards had a positive relationship and greater impact on employee motivation.

Research Gap

Motivational schemes and job satisfaction of the employees has attracted many researchers around the world and especially in India. There has been continuous research practices in the area of motivational schemes for the employees. It is proved that most of the reviews focused on the intrinsic and extrinsic motivational schemes . Some reviews presented attempts to analyse the relationship between the motivation and productivity.

But none of the study carried out already has made an attempt to compare the motivational schemes available for employees in select paper manufacturing units. Here arises a necessity for the researcher to engage in research to compare the motivational schemes offered by prominent listed paper manufacturing comprises owned by state Government of Tamilnadu i.e.TNPL and private manufacturing i.e., SPB Ltd. Since fringe benefits like canteen and water facilities play a prominent role in fulfilling the need of a person (employee) as has been stated by Abraham Maslow, the researcher has also made an attempt to know the satisfaction level of employees towards fringe benefits in this research which was found to be missing in earlier researches.

As working environment also plays a crucial role in motivating the researcher has made yet an other attempt to know the satisfaction level of employees towards the same in select paper manufacturing units which was found to the missing in earlier research work carried out by other researchers.

Summary of Findings, Suggestions And Conclusion

Findings

Level of Satisfaction towards Financial Motivation

- It is found from the analysis that the respondents working in Marketing department of TNPL (4.18) whereas Administration department in SPB (3.77) have perceived maximum level of satisfaction towards financial motivation.

⁴ Sandhya, K. & Pradeepkumar, D. (2011). *Employee Retention by Motivation*. *Indian Journal of Science and Technology*, 4(12), 1178-1782.

⁵ Chowdhury, M.S. (2012). *Enhancing motivation and work performance of the salespeople: The impact of supervisors' behavior*, *The International Journal of Applied Management and Technology*, 6(1), 166-181.

⁶ Mishra, A.K. & Bhandari, P. (2013). *A Study on Motivation Scheme for Executive Employees with Special References to Bhilai Steel Plant*. *International Journal of Science and Research (IJSR)*, 2(1), 149-153.

⁷ Qurishi, M. (2013). *Relationship between Rewards And Employee Motivation In Administration Block Of Punjab University*, *International Journal of Innovative and Applied Finance*, 1(2), 1-13.



The chi-square test proves that there is a significant association between the working department of the workers and their level of satisfaction towards financial motivation in TNPL and SPB.

- It is found from the analysis that the respondents belong to above 45 years of age in TNPL (4.09) and upto 25 years in SPB (3.84) have perceived maximum level of satisfaction towards financial motivation. It is found from the chi-square analysis that there is no significant association between the age of the workers and their level of satisfaction towards financial motivation in TNPL and SPB.
- It is found from the analysis that the respondents are male in TNPL (3.97) and SPB (3.72) have perceived maximum level of satisfaction towards financial motivation. The chi-square analysis result reveals that there is no significant association between the gender of the workers and their level of satisfaction towards financial motivation in TNPL and SPB.
- It is found from the analysis that the respondents having school level education in TNPL (4.31) whereas school level education and professional degree in SPB (3.80) have perceived maximum level of satisfaction towards financial motivation. It is clear from the chi-square analysis that there is a significant association between the educational qualification of the workers and their level of satisfaction towards financial motivation in SPB whereas in TNPL it is not having any significant association.
- It is found from the analysis that the respondents are earning Rs.10,001 – 15,000 in TNPL (4.05) and SPB (4.05) have perceived maximum level of satisfaction towards financial motivation. The chi-square analysis proves that there is a significant association between the monthly income of the workers and their level of satisfaction towards financial motivation in TNPL and SPB.
- It is found from the analysis that the respondents with the experience of above 10 years in TNPL (4.09) and SPB (3.72) have perceived maximum level of satisfaction towards financial motivation. It is divulged from the chi-square analysis that there is a significant association between the experience of the workers and their level of satisfaction towards financial motivation in SPB whereas in TNPL it is not having any significant association.
- It is found from the analysis that the respondents have received two increment in TNPL (4.01) whereas three increment received in SPB (3.66) have perceived maximum level of satisfaction towards financial motivation. The chi-square analysis confirms that there is a significant association between the number of increments received of the workers and their level of satisfaction towards financial motivation in TNPL whereas in SPB it is not having any significant association.

Level of Satisfaction towards Non-Financial Motivation

- It is found from the analysis that the respondents working in production department of TNPL (3.89) whereas marketing department of SPB (3.63) have perceived maximum level of satisfaction towards non-financial motivation. It is noted from the chi-square analysis that there is a significant association between the working department of the workers and their level of satisfaction towards non-financial motivation in TNPL and SPB.
- It is found from the analysis that the respondents who belong to above 45 years age in TNPL (4.03) and SPB (3.78) have perceived maximum level of satisfaction towards non-financial motivation. It is found from the chi-square analysis that there is a significant association between the age of the workers and their level of satisfaction towards non-financial motivation in SPB whereas in TNPL it is not having any significant association.
- It is found from the analysis that the respondents who are male in TNPL (3.81) and SPB (3.62) have perceived maximum level of satisfaction towards non-financial motivation. The chi-square analysis result reveals that there is no significant association between the gender of the workers and their level of satisfaction towards non-financial motivation in TNPL and SPB.
- It is found from the analysis that the respondents having school level education in TNPL (3.92) whereas professional degree in SPB (3.58) have perceived maximum level of satisfaction towards non-financial motivation. It is noted from the chi-square analysis that there is a significant association between the educational qualification of the workers and their level of satisfaction towards non-financial motivation in SPB whereas in TNPL it is not having any significant association.
- It is found from the analysis that the respondents who are earning Rs.15,001 – 20,000 in TNPL (3.92) whereas Rs.10,001 – 15,000 in SPB (3.62) have perceived maximum level of satisfaction towards non-financial motivation. It is noted from the chi-square analysis that there is a significant association between the monthly income of the workers and their level of satisfaction towards non-financial motivation in TNPL whereas in SPB it is not having any significant association.
- It is found from the analysis that the respondents who have above 10 years experience in TNPL (3.87) and SPB (3.71) have perceived maximum level of satisfaction towards non-financial motivation. The chi-square analysis conformed



that there is a significant association between the experience of the workers and their level of satisfaction towards non-financial motivation in SPB whereas in TNPL it is not having any significant association.

- It is found from the analysis that the respondents have received more than three increments in TNPL (3.87) whereas three increments received in SPB (3.58) have perceived maximum level of satisfaction towards non-financial motivation. It is found from the chi-square analysis that there is a significant association between the number of increments received of the workers and their level of satisfaction towards non-financial motivation in SPB whereas in TNPL it is not having any significant association.

Henry Garrent Ranking Technique

SPB

- It is found from the analysis that majority of the respondents have opined that the 'paid vacation and incentives' are the important financial rewards meant for manager at SPB.
- It is found from the analysis that majority of the respondents have opined that 'interesting work and opportunities for advancement' are the important non-financial rewards meant for manager at SPB.
- It is found from the analysis that majority of the respondents have opined that 'bonus and paid sick leave' are the important financial rewards meant for officers/supervisors at SPB.
- It is found from the analysis that majority of the respondents have opined that 'interesting work and opportunities for advancement' are the important non-financial rewards meant for officers/supervisors at SPB.
- It is found from the analysis that majority of the respondents have opined that 'paid vacation and gratuity' are the important financial rewards meant for workers at SPB.
- It is found from the analysis that majority of the respondents have opined that 'interesting work and opportunities for advancement' are the important non-financial rewards meant for workers at SPB.

TNPL

- It is found from the analysis that majority of the respondents have opined that 'good salary / wage and bonus' are the important financial rewards meant for managers at TNPL.
- It is found from the analysis that majority of the respondents have opined that 'job security and obtain praise and recognition from supervisors and managers' are the important non-financial rewards meant for managers at TNPL.
- It is found from the analysis that majority of the respondents have opined that 'bonus and good salary / wage' are the important financial rewards meant for officers/supervisors at TNPL.
- It is found from the analysis that majority of the respondents have opined that 'interesting work and job security' are the important non-financial rewards meant for officers/supervisors at TNPL.
- It is found from the analysis that majority of the respondents have opined that 'incentives and good salary / wage' are the important financial rewards meant for workers at TNPL.

Suggestions

Achieving an organisation's goal through excellent performance depends largely on the contribution made by employees. The human resource together with organisational and environmental factors drives the effectiveness, performance and profitability of the organisation. In this regard, the following steps are therefore recommended :

Recommendation to TNPL

- Managers need an understanding of what motivates employees in order to use their aptitudes and abilities to enhance their performance. A basic knowledge of motivational and leadership strategies would assist managers to fashion out policies that meet the needs of their employees.
- Managers and other administrative members in the organisation are encouraged to show greater interest in the welfare of workers to make them more valuable and see themselves as contributors to the success of the organisation through effective leadership.
- A good working condition and work environment should be provided within the workplace to make employees contribute their best towards the realisation of organisational objectives.
- There should be timely and periodic on-the-job training to boost employees' performance.
- Managers should assess and evaluate employees at all levels through objective assessment techniques before and after recruitment and training exercises.
- Seminars and workshops should be organised for managers and workers on the importance of good leadership and effect of motivation on employees' performance.



- Managers should ensure that the workforce work not only harmoniously but as a team that has a common stake or interest. Cooperative attitude key in building and driving cohesion.
- Within the organisation they are people with diverse interests and background. People come to the workplace with different orientations and personality differs. The managers owe it a duty to manage this network of relationship to ensure that flawless and good interpersonal relationship exist within the organisation. They should be free flow of information accompanied with necessary feedback to balance communication mechanism.
- The managers owe it as a responsibility to guide, build and nurture subordinates to develop skills and competencies to lead others. With good exemplary character, subordinates could see their superiors or bosses as model to be celebrated and emulated. Consequently, managers are presented or seen as custodian of acceptable behaviour.
- Managers get things done through people. Trust and confidence in subordinates is the foundation for delegating authority. Managers should delegate and empower employees by giving them free hand to work effectively. The employees should be made to take responsibility for the work they do, provide them with the necessary tools and information needed to do the work not only effectively but efficiently. In a nutshell, managers should allow subordinates freedom and autonomy in their work.
- Customers / Clients are most important in the business and require special attention or focus. Managers should ensure that good hands are recruited, trained and empowered to serve the customer well. Employees who achieve their targets should be rewarded and the ones that go extra mile to impress or satisfy the customers should be celebrated.
- Managers should ensure quality consciousness in all work processes. There should be use of checklists at ensuring that everything is in place before embarking on work process to prevent error(s). It is the most basic form of discipline any company that is serious about safety and quality can use.
- Management should identify the type of incentive scheme that is most motivating to employees. This should also be based on individual differences and needs. The incentives must be feasible for the organization to implement. Organizations should therefore try to balance material considerations with non-material reinforcements to maximize job quality and quantity.
- Management should seek and obtain feedback on how employees perceive incentives. Feedback combined with appropriate incentive schemes produce the strongest effect on job productivity. Performance goals should be clearly defined.

Recommendation to SPB

- Remuneration remains the main issue in every organization. The employees of the study organization feel that their remuneration policy is unfair, hence contribution to stress as well as lesser motivation levels. After the thorough investigation it was found that the employees of the TNPL get more salary than SPB. The management of SPB should make efforts to bring this disparity in balance.
- Increments can further be increased and can be made attractive in the sense that it meets one's current standard of living and life style.
It is recommended that SPB must educate the employees about the promotion and salary policies that must be followed strictly as per the norms laid down by this organization.
- In order to keep the employees on the track of success and retain them for the benefit of SPB, the organization must chart out a proper career planning policy which ensures the employees about their career growth and recognition.
- It is also recommended that the company SPB must establish proper performance appraisal system associated with reward system to increase the motivation level of employees.
- It is also suggested that the management of SPB must undertake stress audit at all levels of the organization to find out stressful areas of job to take necessary action like practicing yoga and meditation for their elimination of stress or overall improvement of job.
- It is recommended to SPB that the employees must use self-assessment programmes to assess their work and to find out the areas they lack in. The organization must help them to improve such areas with best possible resources.
- It is further recommended that SPB must establish a special employee's grievance handling cell with its department wise to redress grievances of employees. However, it should be noted that the supervisors at department wise must be given proper authority to handle such grievances and refer critical problems to the managers for immediate solution.
- In order to use knowledge, capabilities and skills of employees properly the management of SPB must use job re-allocation



- It is recommended that SPB should ensure availability of non monetary factors and incorporate them in their policies of welfare packages. These factors need to be reviewed at regular interval in order to ensure their viability.

5.3 Conclusion

Motivational schemes are having a direct proportional relationship with the volume of output and job satisfaction of the employees. Hence, if the volume of motivational schemes is increased automatically it leads to increasing of productivity and job satisfaction among the employees in the organizations.

This study shows that the employee motivation has direct impact on productivity and growth. A highly motivated employee invests their best hard work in carrying out each and every aspect of their duties and responsibilities. Improved job performances of the employee will add value to the organization itself and to the employee's productivity.

The experimental results of this study show that the motivation of the employee acts as a reward both for them and for the respective organizations that is TNPL and SPB. The concerned organizations have to focus on variables demographic attributes of the different categories of employees while designing motivation techniques (monetary and non- monetary motivation)and fringe benefits

At regular intervals the organizations through continuous feedback among the employees and interactions should know their expectations and motivate them accordingly.

Hence, greater the level of motivation, greater would be the productivity and satisfaction of stakeholders.