

# Employee Motivation and Empowerment at Kerala Khadi and Village Industries, Avinissery

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**Abstract:** Employee motivation and empowerment is more important in all organization. Motivation is a dynamic organizational behavior issue and there cannot be any organization – specific motivation tool. The motivational perceptions of all types of employees throughout the world are fast changing in response to a number of key variables. Empowerment has been accepted as an important organization factor in satisfying the psychological needs of the employees in the work place. It is the process of enabling an individual to think, behaves, take action, and control work and decision making in autonomous ways. The study on employee motivation and empowerment helps the organization to get maximum information with regard to employee job performance. Therefore the study on employee motivation and empowerment at KVIC is conducted based on several variables such as organizational structure, working conditions, job security, suggestion system etc. in order to helps the management to formulate suitable policies relating to motivation and employee empowerment

## I. INTRODUCTION

Motivation is the process of steering a person's inner drives and actions towards certain goals and committing his energies to achieve these goals. It involve a chain reaction starting with felt needs, resulting in motives which give rise to tension which census action towards goals. It is the process of stimulating people to strive willingly towards the achievement of organizational goals motivation may be defined as the work a manager performs an order to induce Subordinates to act on the desired manner by satisfying their needs and desires. Thus motivation is concerned with how behavior gets started, is energized, sustained and directed. Employee empowerment or participative decision making is neither a new or simple management concept. Employee participation is a complex management tool that over 50 years of research has proven that, when applied properly, can be effective in improving performance, productivity and job satisfaction. The project is entitled "EMPLOYEE MOTIVATION AND EMPOWERMENT AT KERALA KHADI AND VILLAGE INDUSTRIES, AVINISSERY". This study aims to identify various motivation and empowerment policies of the organization and the opinion of employees towards these policies. The study also reveals the factors affecting employee motivation and empowerment at Khadi and Village Industries. These include organizational structure, culture, policies and practices, working conditions, job security, Work environment,

Remuneration, Training, pay and benefits, work time, supervision, relationships, appreciation, performance based rewards, work freedom, suggestion system.

## II. OBJECTIVES OF THE STUDY

- To study the various employee motivation and empowerment policies adopted by Kerala Khadi And Village Industries.
- To get an idea about various factors affecting employee motivation and empowerment at KVIC.
- To know the employee opinion towards various employee motivation and empowerment policies adopted by KVIC.

## III. REVIEW OF LITERATURE

Dessler (1980) said motivation is both one of the simplest and most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way which will lead to rewards.

Robbins (2005) who defines the concept of empowerment as a participative management, delegation and the granting of power to lower level employees to make and enforce decisions". This definition is consistent with a structural or relational view.

Ghosh (2013) defines empowerment as „the process of shifting authority and responsibility to employees at a lower level in the organisational hierarchy“, and Armache (2013, p.19) further elaborates by describing it as „a strategy and philosophy that enables employees to make decisions about their job“.

## IV. RESEARCH METHODOLOGY

*Field of study:* Human resource management

*Variables under study:*

*Dependent variable*

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*Independent variable*

The independent variable, manipulated by the researcher, describes what is expected to influence the outcomes. In this study organizational structure, culture, policies and practices,

working conditions, job security, Work environment , Remuneration, Training, pay and benefits, work time ,supervision, relationships, appreciation, performance based rewards, work freedom, suggestion system are the independent variables.

*Research design*

Descriptive research design is used for the study

*Data needed for study:*

- Primary data
- Secondary data

*Data collection tool:*

Primary data tool:

- Questionnaire

Secondary data tools:

Internal records of the organization, reports, books, journal articles, websites and so on.

*Population:*

- Infinite

*Sample Frame:*

In this study sampling frame is the low level employees of Khadi and village industries (spinning, weaving, warping and readymade units).

*Sample Size:*

In this study the sample size is taken as 100

*Analytical tool*

Percentage analysis, Chi-square, Factor analysis

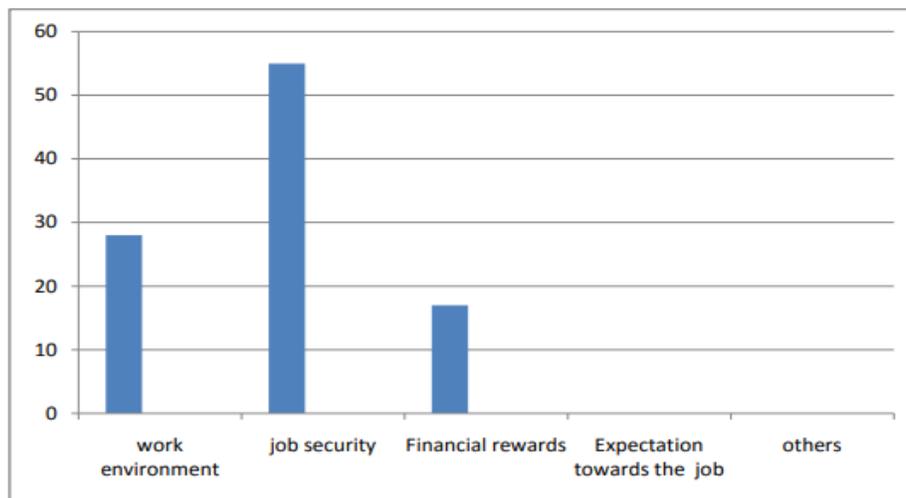
V. DATA ANALYSIS

REASON FOR CONTINUING IN THE ORGANIZATION

TABLE 1

Particulars	No of respondents	percentage
work environment	28	28
job security	55	55
Financial rewards	17	17
Expectation towards the job	0	0
others	0	0
Total	100	100

CHART 1



*Interpretations:* Job security made 55% of employees to continue within the organization.28% was continuing due to work environment and 17% were due to financial rewards.

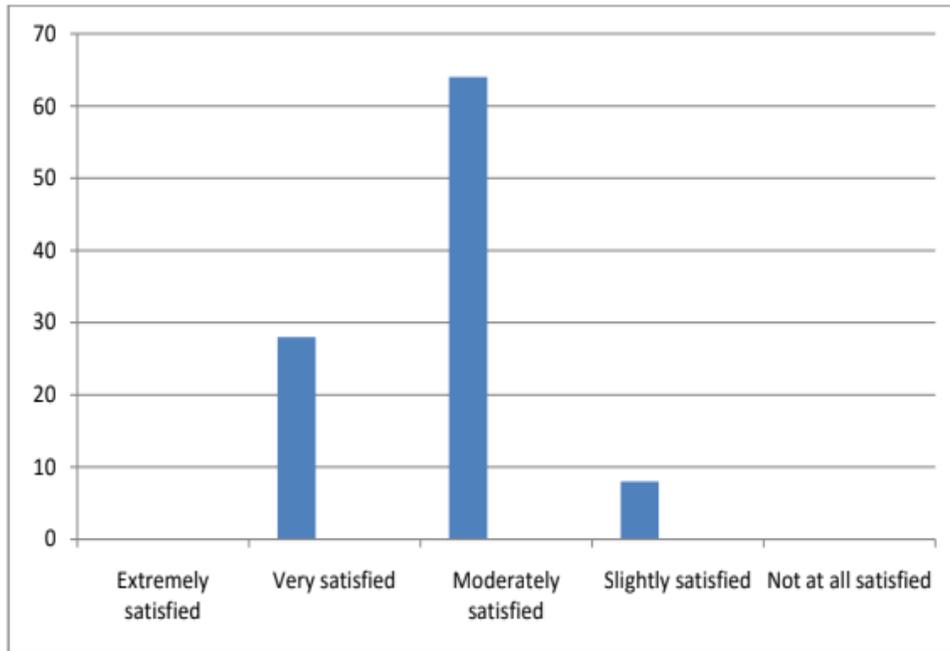
Since it’s a semi-government firm there is a job security for the employees and also more benefits offered to them than a private firm.

SATISFACTION OF EMPLOYEES TOWARDS WORKING CONDITION

TABLE 2

Particular	No of respondents	Percentage
Extremely satisfied	0	0
Very satisfied	28	28
Moderately satisfied	64	64
Slightly satisfied	8	8
Not at all satisfied	0	0
Total	100	100

CHART 2



*Interpretations:* 64% Of Workers Are Moderately Satisfied With The Working Conditions Of The Organization. This

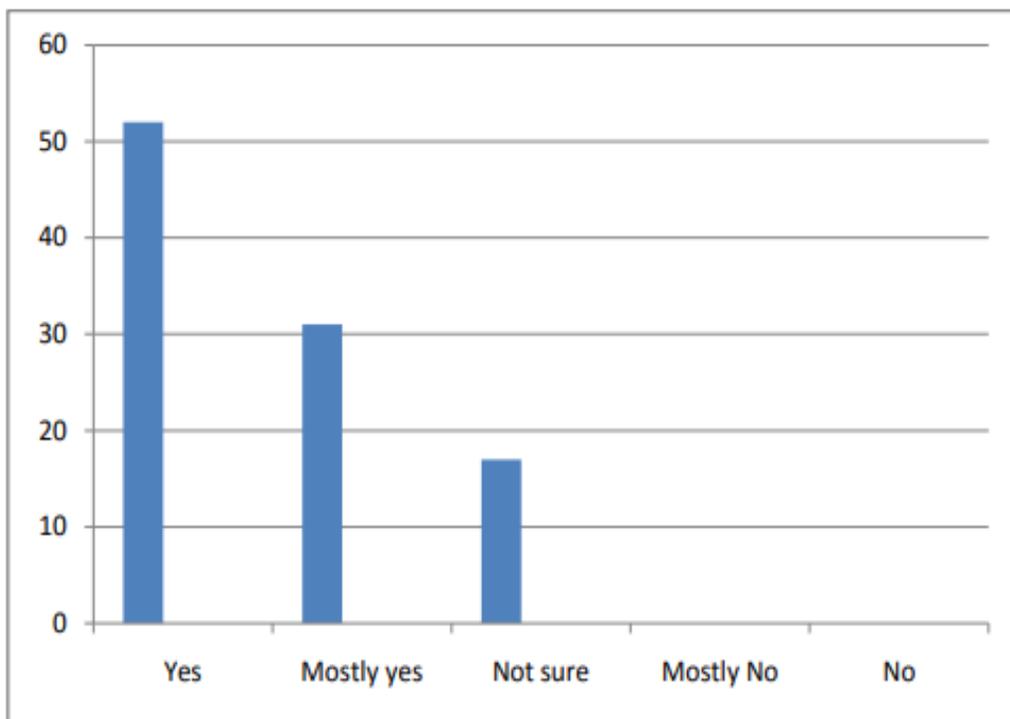
Shows That Some Of The Working Conditions Are Not Satisfactory To The Employees.

INFLUENCE OF ORGANIZATION OVER EMPLOYEE ENGAGEMENT BOTH PHYSICALLY AND MENTALLY

TABLE 3

Particular	No of respondents	Percentage
Yes	52	52
Mostly yes	31	31
Not sure	17	17
Mostly No	0	0
No	0	0
Total	100	100

CHART 3



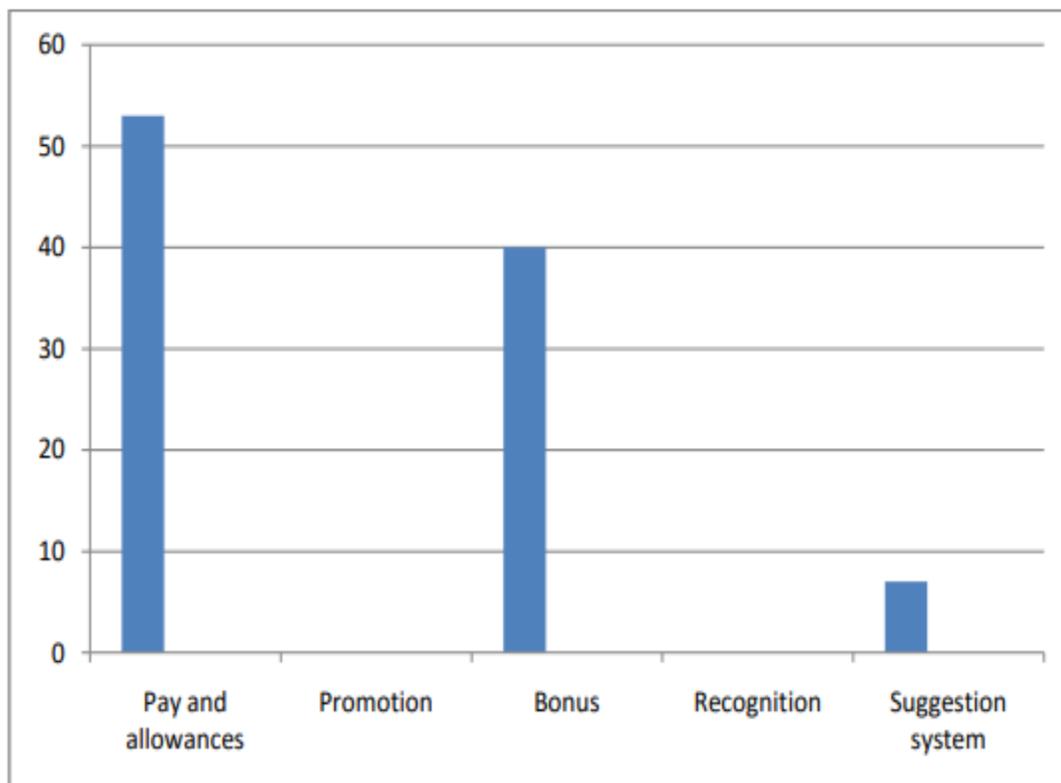
*Interpretations:* Majority of employees feel that organization is powerful enough to engages employees both physically and mentally.

MOTIVATION THROUGH DIFFERENT INCENTIVES

TABLE 4

Particular	No of respondents	Percentage
Pay and allowances	53	53
Promotion	0	0
Bonus	40	40
Recognition	0	0
Suggestion system	7	7
Total	100	100

CHART 4



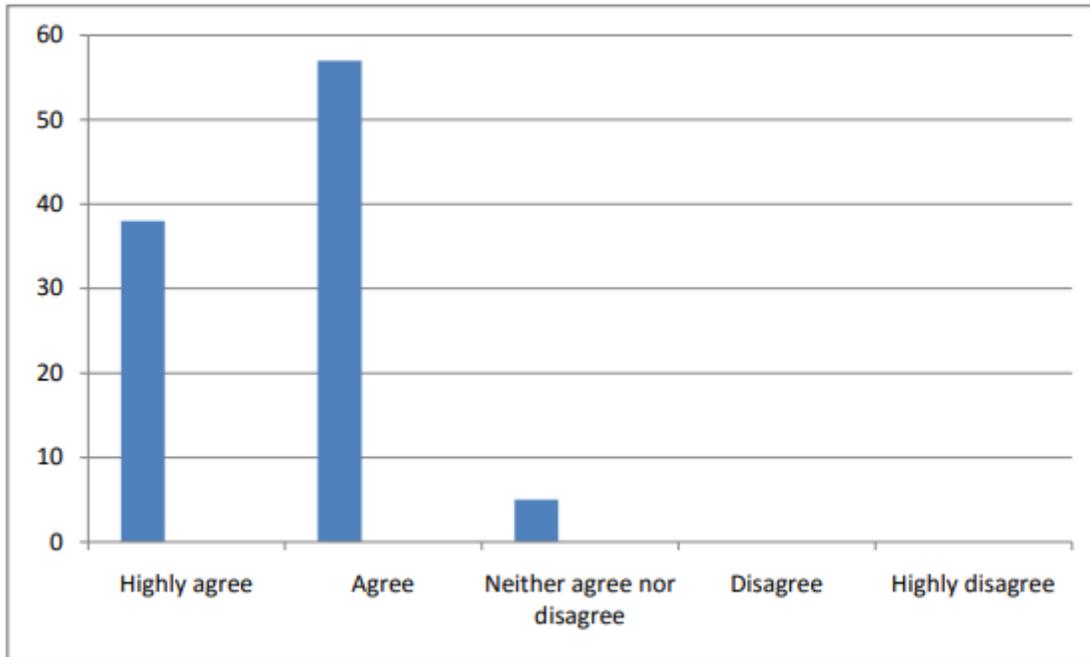
*Interpretations:* 53% employees agree that they are motivated on pay and allowances and 40% agrees on bonus. Organization is not taking care on promotion, recognition and suggestion system.

LEVEL OF AGREEMENT ON JOB SECURITY

TABLE 5

Particular	No of respondents	Percentage
Highly agree	38	38
Agree	57	57
Neither agree nor disagree	5	5
Disagree	0	0
Highly disagree	0	0
Total	100	100

CHART 5



*Interpretations:* Majority of persons agrees on job security as a motivating factor to continue in this organization. This is

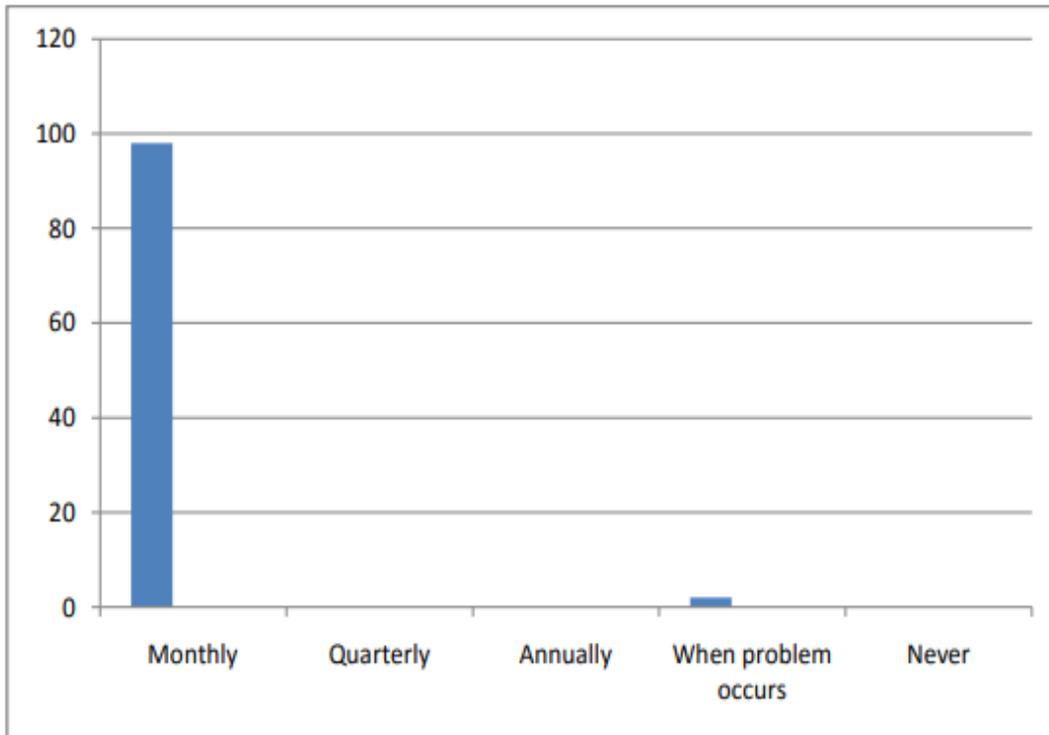
because the firm provides more benefits to the employees than a private firm.

PERFORMANCE EVALUATION BY MANAGERS

TABLE 6

Particular	No of respondents	Percentage
Monthly	98	98
Quarterly	0	0
Annually	0	0
When problem occurs	2	2
Never	0	0
Total	100	100

CHART 6



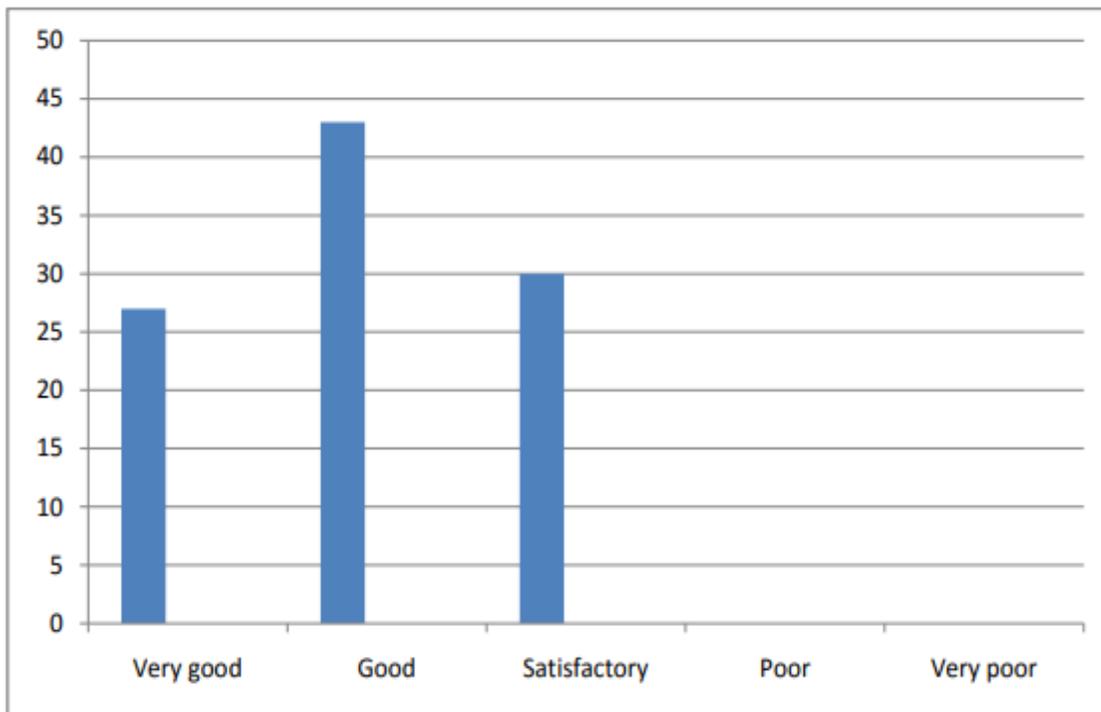
*Interpretations:* 98% of employees says managers discuss their performances monthly. This shows there is a good feedback system followed by the organization.

EFFECTIVENESS OF TRAINING PROGRAM

TABLE 7

Particular	No of respondents	Percentage
Very good	27	27
Good	43	43
Satisfactory	30	30
Poor	0	0
Very poor	0	0
Total	100	100

CHART 7



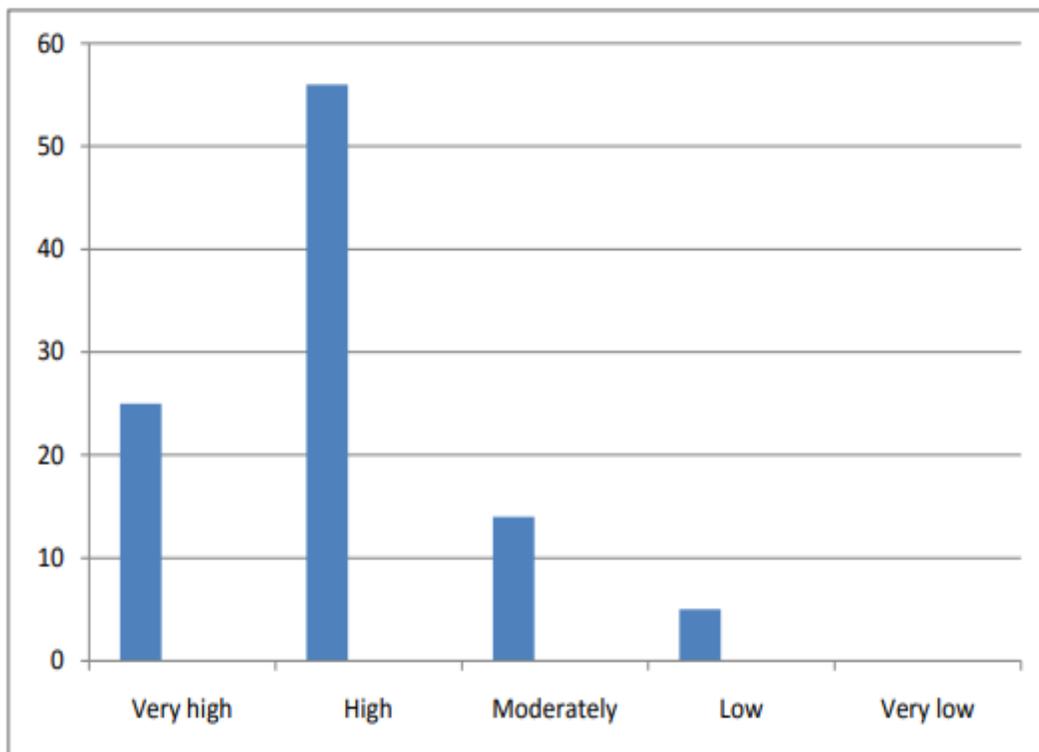
*Interpretations:* 43% of employees says that training program is good .27% were very much satisfied with training program. Training program provided by the organization is good.

LEVEL OF PEER ENCOURAGEMENT

TABLE 8

Particular	No of respondents	Percentage
Very high	25	25
High	56	56
Moderately	14	14
Low	5	5
Very low	0	0
Total	100	100

CHART 8



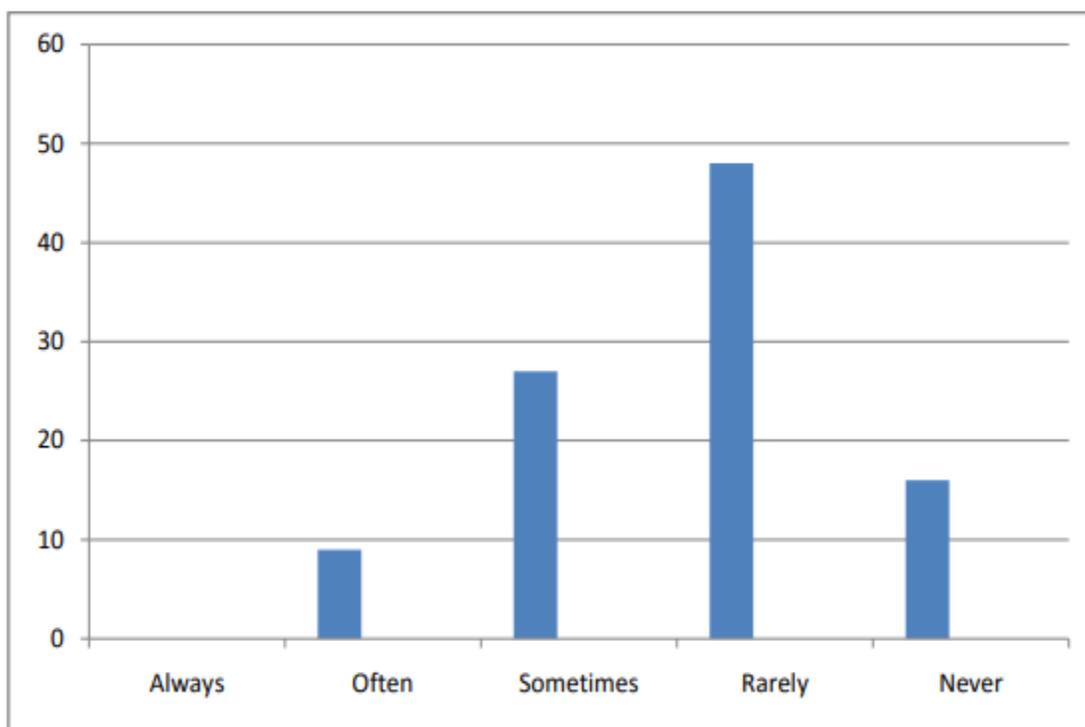
Interpretations: 56% of persons are highly satisfied in peer encouragement. There is a good interpersonal relationships existing in the organization

ACCEPTANCE OF IDEAS AND SUGGESTIONS OF EMPLOYEES REGARDING WORK

TABLE 9

Particular	No of respondents	Percentage
Always	0	0
Often	9	9
Sometimes	27	27
Rarely	48	48
Never	16	16
Total	100	100

CHART 9



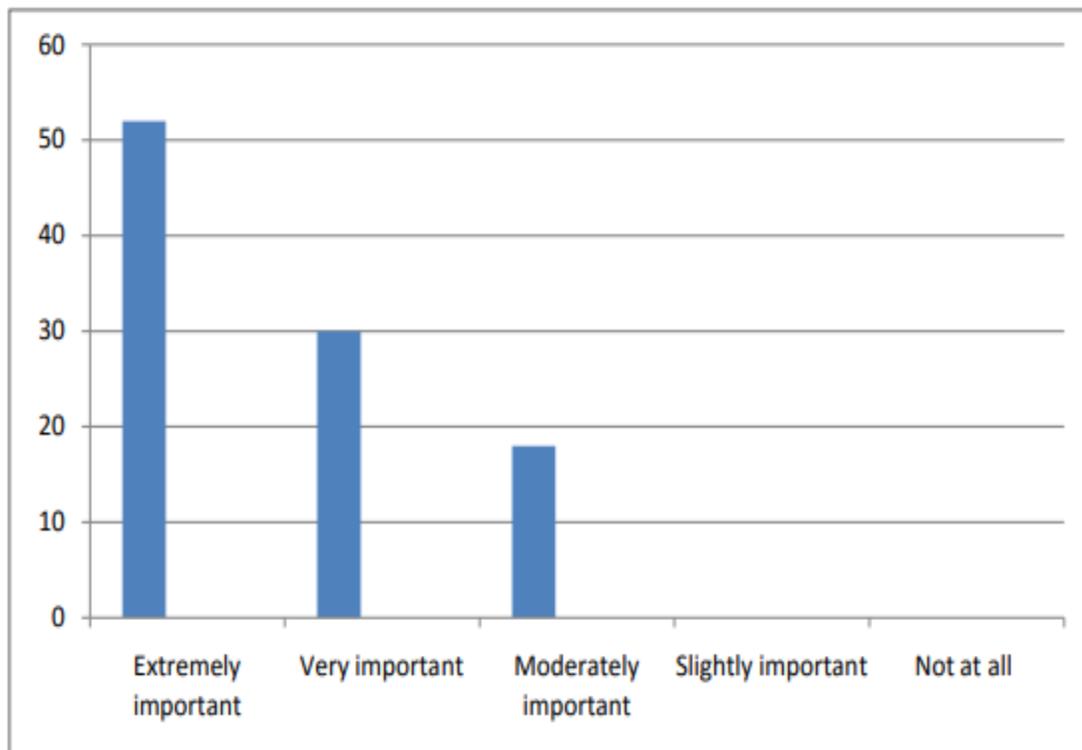
*Interpretations:* 48% of employees say that organization is rarely accept their ideas and suggestions with regard to work.

OPINION TOWARDS INTRODUCTION OF FLEXIBLE WORKING HOURS

TABLE 10

Particular	No of respondents	Percentage
Extremely important	52	52
Very important	30	30
Moderately important	18	18
Slightly important	0	0
Not at all	0	0
Total	100	100

CHART 10



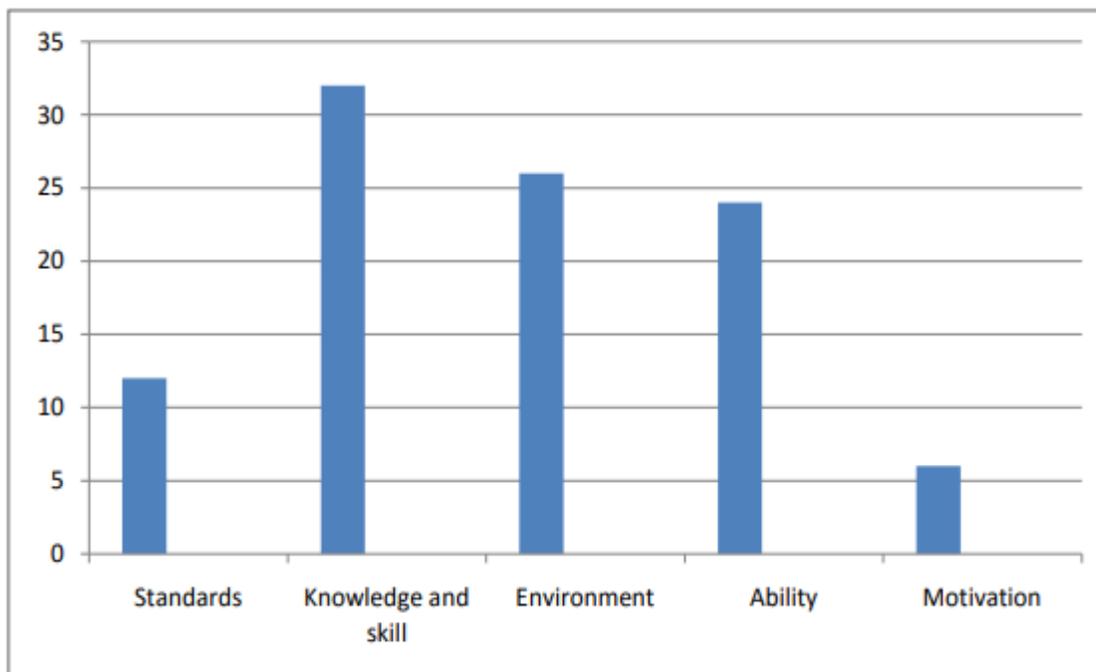
*Interpretations:* 52% has the opinion of introducing flexible working hours in the organization is extremely important.

LIMITING FACTOR OF JOB

TABLE 11

Particular	No of respondents	Percentage
Standards	12	12
Knowledge and skill	32	32
Environment	26	26
Ability	24	24
Motivation	6	6
Total	100	100

CHART 11



Interpretations: 32% Says Knowledge And Skills Limits You From Doing The Job.26% Were Limited From Job Due To Environment.24% Due To Ability,12% Were Due To Standards And 6 % Due To Motivation.

CHI SQUARE TEST

H0: Two variables are independent

H1: Two variables are not independent

TABLE 12

**Years of working in the organization \* working condition**

			working condition			Total
			very satisfied	moderate ly satisfied	slightly satisfied	
years of working in the organization	less than 1 year	Count	14	0	0	14
		Expected	3.9	9.0	1.1	14.0
	1-<3 years	Count	14	6	0	20
		Expected	5.6	12.8	1.6	20.0
	3-<5 years	Count	0	10	0	10
		Expected	2.8	6.4	.8	10.0
	5-<10 years	Count	0	22	0	22
		Expected	6.2	14.1	1.8	22.0
	10 years and above	Count	0	26	8	34
		Expected	9.5	21.8	2.7	34.0
	Total	Count	28	64	8	100
		Expected	28.0	64.0	8.0	100.0
		Count				

TABLE 12.1

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	92.408	8	.000
Likelihood Ratio	107.287	8	.000
Linear-by-Linear Association	63.044	1	.000
N of Valid Cases	100		

*Interpretation:* Here we reject the null hypothesis because calculated value is less than tabled value at .05 level of significance. Therefore it can be interpreted that the two variables, years of working and working conditions are dependent.

*Factor Analysis*

H0: There is significant influence between factors

H1: There is no significant influence between factors

TABLE 13

**Correlation between variables**

	pay and allowances	promotion	bonus	recognition	suggestion system
pay and allowances	1.000	.752	.910	.735	.841
Promotion	.752	1.000	.786	.903	.622
Bonus	.910	.786	1.000	.731	.877
recognition	.735	.903	.731	1.000	.607
suggestion system	.841	.622	.877	.607	1.000

*Interpretation:*

Here all pairs of variables are compared and all pairs are more than 0.5, all pairs can be considered. So H0 is acceptable.

VI. FINDINGS

- Majority of employees continuing due to job security. Since it is a semi Government firm there is more job security towards the employees. This makes them to continue with the organization.
- 64% of workers are moderately satisfied with the working conditions of the organization. This shows that some of the working conditions are not satisfactory to the employees.
- Majority of employees feel that organization is powerful enough to engages employees both physically and mentally.
- 53% employees agree that they are motivated on pay and allowances and 40% agrees on bonus. Organization is not taking care on promotion, recognition and suggestion system.
- Majority of persons agrees on job security as a motivating factor to continue in this organization. This is because the firm provides more benefits to the employees than a private firm.

- 98% of employees says managers discuss their performances monthly. This shows there is a good feedback system followed by the organization.
- 43% of employees says that training program is good .27% were very much satisfied with training program. Training program provided by the organization is good.
- 56% of persons are highly satisfied in peer encouragement. There is a good interpersonal relationships existing in the organization
- 48% of employees say that organization is rarely accept their ideas and suggestions with regard to work.
- 52% has the opinion of introducing flexible working hours in the organization is extremely important.
- 32% says knowledge and skills limits you from doing the job.26% were limited from job due to environment.24% due to ability,12% were due to standards and 6 % due to motivation

VII. SUGGESTIONS

- Organization should take care about the working conditions such as maintenance, temperature, ventilation, lighting because majority of the employees are only moderately satisfied with working conditions.

- Organization can provide suggestion box to the employees to collect ideas and suggestions with regard to work from employees.
- Majority of employees are willing to expand their job profile so the organization takes this in to consideration and give them additional assignments for the effective utilization of the employees.
- Employee motivation and empowerment can be improved through considering the following areas as
  - Improves the quality of the working environment
  - Optimization of processes and working methods
  - Applying the opinions and ideas of employees in decision

### VIII. CONCLUSION

The study is done on the intention of evaluating motivation and empowerment of employees in Khadi and village industries and it also reveals about the various factors affecting employee motivation and empowerment. The study helps to find out employee opinion towards various policies of the organization. Kerala Khadi and village industries are one

of the Govt. under taking which provides job security towards the employees which motivates them to continue within the organization. There is a good bonus scheme, medical allowances offered by the organization

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