

An Exploration Of Factors Influencing Employee Motivation And Performance In Small-Scale Enterprises In Gurugram And Manesar City, Haryana

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ABSTRACT

The complex relationship between employee motivation and organisational performance is examined in this essay, with an emphasis on the variables influencing employee motivation and how they affect the achievement of organisational success. The study highlights the importance of fostering employee motivation to improve organisational performance by utilising a thorough theoretical framework and empirical data. The study advances the subject of human resource management by providing useful suggestions for promoting employee motivation and accelerating organisational success. The results showed that there was a favourable correlation between employee motivation and performance, as well as each of the sub dimensions of performance, which included idea development, promotion, and product realization. The results offer organisations in a variety of industries practical advice on how to improve performance through efficient staff incentive techniques. These findings have practical consequences since they show that supportive work environments in small and medium-sized enterprises (SMEs) that assist employees build their motivation can have a favourable effect on the discretionary performances of employees.

Keywords: Motivation, Organizational Performance, Small Medium Enterprises, Employee Performance.

1. INTRODUCTION

The motivational process begins with the unique demands of the individual. Everybody has a varied set of aims to achieve; therefore it differs from person to person since everyone has various ambitions in life. It is true that an employee is normally driven for a variety of reasons and at different points in their career as well as emotionally. This is due to the possibility that motivation may arise simultaneously for a particular need at a different time. Certain employees may be motivated by the desire to satisfy basic needs, while other employees may be driven by the need to satisfy psychological needs. Abraham Maslow's hierarchy of needs hypothesis is one of the numerous theories that have been put forth in relation to the topic of motivation. According to this view, human wants are structured in a hierarchical manner. Every human being must meet a number of basic requirements in order to continue existing. A person will concentrate on wants that fit into a higher category after these prerequisites have been satisfied in order to satisfy their remaining needs. He classified needs into the following categories: esteem, self-actualization, safety, social, and physiological. It was Clayton Alderfer who first put forth the ERG idea in 1969. Here, the potential that several needs might exist at any same time is emphasised rather than having demands categorised into different categories. He categorised these as existing within the relatedness, growth, and existence categories. Fredrick Herzberg distinguished between sanitary and motivating aspects based on his two-factor theory. The beneficiaries of David McClelland's acquired-needs hypothesis provided a great deal of support for it. This viewpoint holds that a person accumulates or acquires three different types of wishes as a result of the experiences they encounter throughout their lives. Furthermore, a highly motivated employee can deliver exceptional customer service, so raising the brand value, goodwill, and sales of the organisation. When workers lack motivation, they feel depressed and start looking for other opportunities, which eventually results in employee turnover. Employee job satisfaction and motivation are directly correlated; the greater the level of satisfaction, the greater the motivation. In addition to reducing staff turnover, it may enhance productivity, efficiency, and a sense of community even more. Chaudhary and Sharma claim that the meaning of the term "motive" is where the word "motivation" originated. There are numerous more methods to motivate staff members, such offering them a bonus, incentives, awards, recognition, and so forth. Motivation as therapy can be used to energise,

focus, and encourage people to perform better. Human resources cannot be replaced in any way, however some items, like goods, services, and machines, can be replaced by an organisation. An employee should be motivated by something inside of them; this is what propels them to do better every day. Numerous insightful minds have defined motivation in every imaginable way; yet, since there isn't a single solution that works for all situations, motivation is an art or a skill that enterprises must master down to the level of every employee. Since each and every human is unique, it is impossible to present a comprehensive set of motivational techniques that work for everyone. This is due to the fact that each and every person has unique goals and ambitions for their personal and professional lives and these also differ based on several elements including age, status, wealth, authority, and power levels. Organisational behaviour and human resource management scholars have long been interested in and conducted research on the connection between motivation and organisational performance. Organisations looking to improve overall performance must understand how employee motivation affects performance. In order to clarify the main ideas and mechanisms underlying this relationship, this section offers a thorough theoretical overview that draws from the body of knowledge and theories already in existence. Motivation is a basic psychological notion that encourages people to start, maintain, and focus their behaviour on reaching particular objectives. Employee motivation is a critical factor in determining how they perform within organisational contexts and how that performance affects organisational outcomes. Several hypotheses have been put up to explain the complex processes by which motivation affects the effectiveness of organisations. In the context of the Gurgaon Auto-Component Cluster, Mittal et al. (2019) looked into the dynamics of business networks and how these networks affect the performance of enterprises. In order to achieve this, it could be required to be aware of how services, resources, and information are transferred across network users as well as the cooperative efforts and strategic partnerships that support the cluster's overall functioning. Ruthven's (2018) emphasised the advantages of taking demographics into account while focusing on labour management and skills policy in contemporary Indian company. By placing these components within the larger framework of HRM in the Indian industrial context and taking into account larger societal dynamics, economic trends, and industry-specific factors, the research advances our

understanding of human resource dynamics. Sen and Yadav's (2017) study, which focuses on Faridabad, Haryana, provides a distinctive viewpoint on post-industrial cities. In a post-industrial setting, the research explores changing identities, spatial shifts, and community ramifications. It offers insights into the larger patterns influencing the urban landscapes in the area. The study also looks into the social and cultural changes that are taking place in Faridabad, including changes in cultural practices, the emergence of new communities, and population composition. Monaco's (2015) doctoral dissertation examines resistance strategies and labour composition in the Indian auto industry with an emphasis on the socioeconomic setting. The study looks at the age, gender, education, and geographic backgrounds of the workforce. Monaco's research adds a thorough socio-economic viewpoint on labour composition and helps further scholarly understanding of the Indian auto industry. In their 2014 study, Brueckner and Padhy examine ISO14001 certification in the context of Delhi and Noida's industries, paying particular attention to leaders in the sector as well as small and medium-sized businesses (SMEs). The study offers significant perspectives on the challenges of incorporating environmental sustainability into various industrial contexts and the complicated approaches utilised by companies in Delhi and Noida to tackle environmental issues and adhere to global norms.

2. Statement of Problem

This study examines the relationship between employee motivation and performance levels in small businesses, with particular attention to the cities of Gurugram and Manesar in the state of Haryana. As a result, the study will mostly help Haryana's comparable businesses. Recent years have seen a structural shift in India's economic policy, which has produced a wealth of investment opportunities. The preceding part elucidated the significance of the employee motivation idea and emphasized Haryana's industrial expansion in the contemporary era. It's also crucial to remember that the majority of the manufacturing facilities are located in the Haryana districts of Manesar and Gurugram. Organisations are becoming more sensitive to their immediate surroundings, which causes small businesses to alter their organisational structures and methods of operation. The purpose of this study is to determine the degree to which various forms of employee motivation can affect workers' performance in the education sector.

3. Research Objectives

- To study the relationship between employee motivation and employee's performance level of small size enterprises.
- To identify the impact of employee motivation and performance on employees' overall development.

4. RESEARCH METHODOLOGY

SAMPLE DEIGNS: The research will use a sample size of 350 people representing both employees and employers. It is believed that this size is sufficient to draw relevant insights while yet being manageable for the purposes of data collecting and analysis. Area of research on Small Size Enterprises is limited up to Manesar and Gugugram city of Haryana State. The study's primary focus is on employee job motivation and performance at Maruti Suzuki. This is due to the importance of recognizing the role that employee work motivation plays in the successful management of a firm and the reduction of employee complaints. The purpose of this study is to determine whether or not employees at Maruti Suzuki are happy with their jobs at the present time and analyses the factors that contribute to their degree of happiness. The primary goal is to determine the factors that contribute to employee happiness and to recognize the areas in which dissatisfaction among employees may be common. The purpose of the study seems to imply that it will take a two-pronged approach: first, to determine the degree to which workers are generally content with their jobs, and second, to explicitly address the problems of disgruntled workers. It is essential for businesses to have a solid understanding of the levels of satisfaction held by their employees in order to keep a productive and wholesome workplace. There is generally a correlation between satisfied employees and higher levels of motivation and engagement, which eventually leads to enhanced performance.

Source of Data Collection: Data collection is a crucial component of research approach. To accomplish its aims, this study used individually primary and secondary statistics. The self-administered questionnaire used in this study collected primary data, and online, journal, book, and survey report secondary statistics. Aimed at the study, together secondary and primary statistics were gathered. Secondary information was gathered from publications on stress published in a variety of periodicals. Primary data were gathered by distributing a

well-organized, plainly marked-up questionnaire with parts. Self-administered questionnaires were employed in this study's data collecting. The Google forms were used to deliver the interview to the respondents online. The passage outlines the tools of data collection for the research study, emphasizing the use of questionnaires to gather information from employees of the company.

DATA ANALYSIS AND INTERPRETATION: The present paper presents the findings of the data related to employees and managers separately. The paper firstly discusses the findings pertaining to employees whereas; the perception of managers is discussed in later part. Statistical Packages for the Social Sciences (SPSS) was used in the study for the purpose of analysis and interpretation of results. Descriptive statistics based on frequency tables and graphs was used in the study was based on the tables of frequency distribution and graphical presentation for the responses of work. The study has used ANOVA and Regression analysis technique to draw meaningful information out of the primary data collected on the basis of questionnaire. The detailed finding from the data is elaborated here under

Demographic Profile: The following section gives an insight about the demographic structure of the employees working in the manufacturing units selected as the sample of the study. The demographic structure is used to segregate the profile in terms of their gender, age, their highest educational qualification, name of department working within organization, their total work experience as well as total tenure with current organization.

Table 1: Gender of Respondent

Gender	Frequency	Percentage%
Male	200	57.14%
Female	150	42.86%
Total	350	100%

The data shown here depicts the gender breakdown of a sample population consisting of three hundred and fifty individuals. There are roughly 200 people who identify as male among the responses, which accounts for approximately 57.14% of the overall sample. On the other hand, there are 150 people that self-identify as female, which accounts for around

42.86% of the overall population that is being considered. The gender ratio reveals that there are a greater proportion of males than females in the population under consideration. The percentage split provides a clear and clearly interpretable depiction of the gender demographics within the sample, which helps in the process of formulating targeted strategies or analyses that may take into consideration gender-specific characteristics or views.

Table 2: Age of Respondent

Age	Frequency	Percentage%
Below 25 Year	100	28.57%
25-35 years	50	14.29%
36-45 Years	50	14.29%
46-55 Years	120	34.29%
Above 55 Year	30	8.71s%
Total	350	100

The table displays the breakdown of individuals surveyed according to their age groups. Based on the data collected from 350 individuals, it is evident that the largest group falls between the ages of 46 and 55, making up 34.29% of the total sample. It appears that this age group comprises the highest percentage of participants in the survey. In the survey, it was found that the percentage of respondents above 55 years old is the smallest, at 8.71%. In general, the distribution shows a wide range of age groups in the surveyed population, giving us valuable information about the demographic makeup of the sample.

Table 3: Education of Respondent

Education	Frequency	Percentage %
High School	50	14.29%
Diploma	60	17.14%
Bachelor's Degree	100	28.57%
Master's Degree	80	22.86%
Doctorate	60	17.14%
Total	350	100%

The data that was provided provides an overview of the educational distribution among a sample of 350 people, which sheds light on the academic background of the group that was polled. The most common level of education attained by respondents is a bachelor's degree, which holds a prevalence of 28.57% among those who participated in the survey. After

that, 22.86% of the population has a Master's degree, which is a major contribution to the overall educational diversity of the population. 17.14% of responses fall into the Diploma group, and the same percentage do so for the Doctorate category. 14.29% of the people in the sample reported having completed at least their high school education. This information is essential for academics and decision-makers who are working towards the goal of catering to the varied educational requirements or subtleties of the group they are targeting.

Table 4: Distribution of Years of Field Experience

Experience	Frequency	Percentage
Less than 1 year	50	14.29%
1-3 years	50	14.29%
4-6 years	60	17.14%
7-10 years	40	11.43%
More than 10 years	80	22.86%
Less than 1 year	70	20%
Total	350	100

Less than 1 year, 1-3 years, 4-6 years, 7-10 years, and more than 10 years are the five groups into which the respondents' experience levels in a certain field are divided in the presented table. According to the data, the majority of respondents (22.86%) had more than ten years of experience in the sector. Furthermore, 14.29% of the respondents had between one and three years of experience, and 14.29% had less than a year of experience, indicating a significant influx of newbies to the sector. Remarkably, 11.43% of the respondents have seven to ten years of experience, which is a relatively modest yet significant portion of experienced experts.

Table 5: Employee Distribution by Department.

Department	Frequency	Percentage
Sales	50	14.29%
Marketing	60	17.14%
Human Resources	60	17.14%
Operations	80	22.86%
Finance	70	20%
Other (Please specify):	50	14.29%
Total	350	100

The table sheds light on how personnel are distributed throughout an organization's many departments. With 60 workers apiece, sales, marketing, and human resources make up an equal 17.14% of the total workforce. Twenty percent of the workforce, or 70 individuals, work in finance, which is closely behind. This emphasizes how important financial planning and management are to the company, as they are to maintaining operations and spurring growth. Furthermore, 50 workers, or 14.29% of the total workforce, are classified as "Other," indicating that the company has specialized departments or a variety of functions. Overall, the way that staff are divided up among departments offers insightful information about the organizational structure and strategies for allocating resources, demonstrating a comprehensive approach to achieving operational requirements and commercial objectives.

Table 6: Distribution of Employment Status.

Employment Status	Frequency	Percentage
Full-time	80	22.86%
Part-time	80	22.86%
Contractual	100	28.57%
Temporary	90	25.71%
Total	350	100

The table provides information on the distribution of employment status for a group of 350 individuals. It's interesting to note that a significant portion of individuals are engaged in contractual and temporary employment, making up 28.57% and 25.71% of the total, respectively. It appears that a considerable number of employees are involved in temporary work arrangements. In addition, an equal percentage of individuals, 22.86% each, are categorized as full-time and part-time employees. This indicates a well-rounded allocation between individuals who are employed full-time and those who work part-time hours. From the data, it is evident that there is a wide range of employment arrangements within the sample population. These include contractual, temporary, full-time, and part-time positions.

Table 7: Analysis of Monthly Income Distribution among Surveyed Individuals.

Monthly Income:	Frequency	Percentage
Below Rs15,000	80	22.86%

Rs15,000 – Rs25,000	80	22.86%
Rs25,000 – Rs35,000	60	17.14%
Rs35,000- Rs 40,000	60	17.14%
Rs 40,000 and above	70	20%
Total	350	100

Here is a table that shows how monthly income is distributed among 350 individuals. According to the data, a significant portion of individuals, specifically 22.86%, earn less than Rs15,000 per month. In a similar vein, an additional 22.86% of individuals fall into the income range of Rs15,000 to Rs25,000. This indicates a significant portion of the population with relatively higher earnings. The distribution of income levels within the sample population is quite diverse, encompassing a wide range of incomes. There are substantial portions of the population in both lower- and middle-income brackets, and a notable proportion of individuals earning higher incomes. This variation highlights the wide range of economic backgrounds among the surveyed individuals and could potentially impact factors like buying power, quality of life, and financial security within the population.

Table 8: Work Content Satisfaction Level

Items	Frequency	Percentage
Strongly Agree	50	14.29%
Agree	90	25.71%
Neutral	60	17.14%
Disagree	70	20%
Strongly Disagree	80	22.86%
Total	350	100

The table displays the breakdown of responses regarding the level of agreement with the statement: "The tasks I carry out have significance and contribute to the goals of the organization." Out of all the respondents, the "Agree" category had the highest percentage, with 90 individuals, making up 25.71% of the total. It appears that a significant number of participants view their tasks as meaningful and valuable to the organization's goals. On the other hand, a significant number

of respondents had a different opinion. 70 individuals (20%) expressed their disagreement, while 80 individuals (22.86%) strongly disagreed.

Table 4.9: Results of the Work Variety Perception Survey.

Items	Frequency	Percentage
Strongly Agree	70	20%
Agree	70	20%
Neutral	50	14.29%
Disagree	60	17.14
Strongly Disagree	100	28.57%
Total	350	100

It is worth noting that 14.29% of respondents have a neutral perspective on the range of tasks in their job roles. It appears that there is a group of employees who have a neutral stance on the statement, indicating a potentially diverse perception of the tasks they are assigned in their positions. Based on the survey results, it is clear that having a diverse range of tasks is crucial in determining employees' level of job satisfaction and engagement. It emphasizes the importance of organizations taking into account and resolving employees' perceptions of task variety in order to cultivate a more positive and satisfying work environment.

5. CONCLUSION

In the end, this study significantly advances the present discourse on the intricate relationship that exists between employee motivation and innovative work practices in small and medium-sized enterprises (SMEs). It was discovered that each of the three sub-dimensions under investigation—idea formulation, promotion, and realization—had a favourable correlation with employee motivation and performance. Most importantly, the study looked at how personality traits—especially conscientiousness and openness to new ideas—modify the link between worker motivation and production. The results demonstrated that openness to experience had a dominant role in all sub-dimensions and influenced idea creation, promotion, and concept realisation. Nonetheless, conscientiousness did not demonstrate a moderating effect on the link between employee motivation and performance. These results highlight the need of creating supportive work environments in SMEs to encourage employee engagement. The study's conclusions show that employee motivation

positively impacts discretionary performance, particularly in the context of innovative work practices. The lack of previous research on the relationships between creative work practices and employee motivation in SMEs strengthens the uniqueness and significance of this study's findings. In terms of application, the report recommends that SMEs adopt tactics that foster employee motivation. Since that being open to new experiences is essential for promoting creative and innovative work habits, organisations should focus on creating a culture that encourages curiosity, creativity, and exploration. Even though conscientiousness isn't a direct moderator of the motivation-performance link, understanding its nuances is crucial for a comprehensive staff management strategy. In conclusion, this study sheds light on the intricate relationships that exist between creative work practices, personality traits, and worker motivation in small and medium-sized businesses (SMEs). Researchers and practitioners who wish to boost organisational effectiveness and encourage innovation in small and medium-sized enterprises might benefit greatly from these discoveries.

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