

**CHAPTER 5**  
**FINDINGS AND SUGGESTIONS**

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## **CHAPTER 5 FINDINGS AND SUGGESTIONS**

### **5.1 INTRODUCTION:**

The chapter is based upon analysis and interpretation of data. Researcher has drawn findings and provides suggestions. The study reveals that there is significance difference or not in implementation of motivational practices and Productivity in engineering industry of Satara MIDC. Findings and suggestions are based on analysis of available primary and secondary data.

### **5.2 FINDINGS:**

Findings are based upon opinion of HR representative, employees and organization's secondary data regarding Productivity. Analysis had different parts as per units and as per analysis Findings are represented in different parts. These Parts are as follows:

#### **5.2.1. UTKUR IRON and STEEL CO. PVT. LTD., SATARA**

1. Motivational practices have positive impact on Employee productivity parameters except attendance rate (Table 4.2.1.19). The Impact on productivity parameter is:
  - 1.1 Motivational practices has significant difference into the Efficiency pre and post motivational practices implementation (Table 4.2.1.9 and 4.2.1.10)
  - 1.2. Motivational practices do not have significant difference into the Rate of Rejection pre and post motivational practices implementation (Table 4.2.1.11 and 4.2.1.12)
  - 1.3. Motivational practices do not have significant difference into the Rate of Accidents pre and post motivational practices implementation. (Table 4.2.1.13 and 4.2.1.14)
  - 1.4. Motivational practices do not have significant difference into the Ratio of Attendance pre and post motivational practices implementation. (Table 4.2.1.15 and 4.2.1.16)

- 1.5. Motivational practices do not have significant difference into the Attrition Ratio of pre and post motivational practices implementation. (Table 4.2.1.17 and 4.2.1.18)
2. Employees are motivated by Individual Financial Incentives. (Table 4.2.1.2)
3. 50% respondents are satisfied and 33.33% respondents are highly satisfied with HR department Support and Motivational policy. (Table 4.2.1.3)
4. 76.67% respondents are satisfied and 20% respondents are highly satisfied with Top Management treatment and Support. (Table 4.2.1.4)
5. Salary increment is highest motivational factor for employees having 4.37 Mean score followed by Employee-Management involvement in decision making and profit sharing Incentives to give their best performance with mean score 3.97 and 3.93. (Table 4.2.1.5)
6. Employees have perception towards motivational practices that gives them financial assistant having mean score 4.50, followed by decrease rate of accidents with 4.23 mean score and Encourages to give best performance with mean score 4.17. (Table 4.2.1.6)
7. Most of the respondent are satisfied with organizational general policies (indirectly motivating) that Visibility with top management is easily possible mean score 4.60, Superior always recognizes the excellent/good performance mean score 4.33, with 4.30 mean score. (Table 4.2.1.7)
8. For Employees Medical and Canteen are the most motivational extra facilities with having mean score 4.23 and 4.07 respectively. (Table 4.2.1.8)
9. Top management is taken satisfied training program on regular basis and has good co-ordination between Employees and management.
10. Good relationship between workers, superiors and top management are developed.
11. According to HR representative, individual financial incentives and collective non-financial incentives are more effective motivates to employees.

**5.2.2. MUTHA SPHEROCAST (I) PVT. LTD., SATARA**

1. Motivational practices have positive impact on Employee productivity (Table 4.2.2.16). The Impact on productivity parameter is:
  - 1.1 Motivational practices has significant difference into the Total Production pre and post motivational practices implementation (Table 4.2.2.8 and 4.2.2.9)
  - 1.2. Motivational practices do not have significant difference into the Absenteeism Rate pre and post motivational practices implementation (Table 4.2.2.10 and 4.2.2.11)
  - 1.3. Motivational practices do not have significant difference into Attrition Rate pre and post motivational practices implementation. (Table 4.2.2.12 and 4.2.2.13)
  - 1.4. Motivational practices do not have significant difference into the Accident Rate of pre and post motivational practices implementation. (Table 4.2.2.14 and 4.2.2.15)
2. Employees are motivated by Individual Financial Incentives. (Table 4.2.2.1)
3. 90% respondents are satisfied and 10% respondents are highly satisfied with HR department Support and Motivational policy. (Table 4.2.2.2)
4. 83.33% respondents are satisfied and 16.66 respondents are highly satisfied with Top Management treatment and Support. (Table 4.2.2.3)
5. Salary increment and Work Appreciation and Reward is highest motivational factor for employees with mean score 4.17 followed by Employee- management involvement in decision making with 4.13 mean score. (Table 4.2.2.4)
6. Employees have perception towards motivational practices that encourages giving best performance having 4.43 mean score, followed by gives financial assistance financial assistant having 4.23 mean score, followed by Encouraging to perform efficient and effectively towards achieving the company goal having 4.17 mean score (Table 4.2.2.5)
7. Most of the respondent are satisfied with organizational general policies(indirectly motivating) that are lunch break and rest breaks system with 4.10 mean score, followed by regarding required safety training and equipment at the Workplace

with 4.07 mean score, followed by medical benefits satisfaction with 4.03 mean score. (Table 4.2.2.6)

8. Medical benefits with 4.17 mean score, grievance handling with 3.70 mean score and recreational facilities with 3.27 mean score are the most employee motivated additional facilities. (Table 4.2.2.7)
9. Satisfied training program are arrange on regular basis and gives all safety training with equipments.
10. According to HR representative, collective individual financial incentives and Collective non-financial incentives are more effective motivate to employees.

### **5.2.3. KAVISTU TRANSMISSION PVT. LTD., SATARA**

1. Motivational practices have positive impact on Employee productivity parameters except total production parameter (Table 4.2.3.18). The Impact on productivity parameter is:
  - 1.1 Motivational practices has not significant difference into the Total Production of pre and post motivational practices implementation (Table 4.2.3.8 and 4.2.3.9)
  - 1.2. Motivational practices do not have significant difference into the Attrition Rate pre and post motivational practices implementation (Table 4.2.3.10 and 4.2.3.11)
  - 1.3. Motivational practices do not have significant difference into the Absenteeism Rate of pre and post motivational practices implementation. (Table 4.2.3.12 and 4.2.3.13)
  - 1.4. Motivational practices do not have significant difference into the Authorized Leave Rate pre and post motivational practices implementation. (Table 4.2.3.14 and 4.2.3.15)
  - 1.5. Motivational practices do not have significant difference into the Accident Rate pre and post motivational practices implementation. (Table 4.2.3.16 and 4.2.3.17)

2. Employees are motivated by Individual Financial Incentives. (Table 4.2.3.1)
3. 63.33% respondents are satisfied and 16.67% respondents are highly satisfied with HR department Support and Motivational policy. (Table 4.2.3.2)
4. 70% respondents are satisfied and 16.6% respondents are highly satisfied with Top Management treatment and Support. (Table 4.2.3.3)
5. Welfare Facilities is the most motivational factor for employees with 4.40 mean score followed by Employee- management involvement in decision making with 4.23 mean score and Salary increment and Support from Co-worker and Superiors having 4.23 mean score. (Table 4.2.3.4)
6. Employees have perception towards motivational practices Build a strong bonding and Good relationship with superiors and co-workers having mean score 4.03, followed by increase loyalty mean score 3.87 and Encouraging to take a less leaves mean score 3.87 . (Table 4.2.3.5)
7. Most of the respondent is satisfied with organizational general policies (indirectly motivating) that are Organization having fair amount of team spirit with 4.20 mean score, followed by provides required safety training and equipment with 4.13 mean score and recognition from superiors for excellent performance with 4.07 mean score. (Table 4.2.3.6)
8. For Employees Medical benefits and grievance handling are most additional facilities with having 4.07 mean score each. (Table 4.2.3.7)
9. Top management is taken satisfied training program on regular basis and gives all safety training with equipments.
10. According to HR representative, collective financial incentives and collective Non-financial incentives are more effective motivational programs to motivate employees.

**5.2.4. COOPER CORPORATION PVT. LTD., SATARA**

1. Motivational practices have positive impact on Employee productivity (Table 4.2.4.20). The Impact on productivity parameter is:
  - 1.1 Motivational practices has significant difference into the Total Production of pre and post motivational practices implementation (Table 4.2.4.8 and 4.2.4.9)
  - 1.2. Motivational practices do not have significant difference into the Rejection Rate of pre and post of motivational practices implementation (Table 4.2.4.10 and 4.2.4.11)
  - 1.3. Motivational practices do not have significant difference into the Poor Quality Cost of pre and post of motivational practices implementation. (Table 4.2.4.12 and 4.2.4.13)
  - 1.4. Motivational practices have significant difference into Productivity-Labour Utilization of pre and post motivational practices implementation. (Table 4.2.4.14 and 4.2.4.15)
  - 1.5. Motivational practices have significant difference into the Absenteeism Rate of pre and post motivational practices implementation. (Table 4.2.4.16 and 4.2.4.17)
  - 1.6. Motivational practices do not have significant difference into Accident Rate of pre and post motivational practices implementation. (Table 4.2.4.18 and 4.2.4.19)
2. Employees are motivated by Individual Financial Incentives. (Table 4.2.4.1)
3. 53.33% respondents are highly satisfied and, 40% respondents are satisfied with HR department Support and Motivational policy. (Table 4.2.4.2)
4. 56.67% respondents are highly satisfied and 36.67% respondents are satisfied with Top Management treatment and Support. (Table 4.2.4.3)
5. Welfare Facilities is the most motivational factor for employees with 4.80 mean score followed by Salary increment with 4.53 mean score, followed by Working Environment with 4.33 mean score. (Table 4.2.4.4)

6. Employees have perception towards motivational practices decreases accident rate having 4.53 mean score, followed by gives financial assistance having 4.43 mean score. Build a strong bonding with superior and good relationship with co-workers with 4.27 mean score. (Table 4.2.4.5)
7. Most of the respondent are satisfied with organizational general policies(indirectly motivating) that are provides required safety training and equipment having 4.33 mean score,, followed by regular satisfactory training are provided and recognition from superiors for excellent performance with 4.30 mean score. (Table 4.2.4.6)
8. Medical benefits and grievance Handling is most employee motivational extra facilities having 4.30 and 4.23 mean score. (Table 4.2.4.7)
9. Top management is taken satisfied training program on regular basis and gives all safety training with equipments.
10. Organization formalizes different policies for maximum labour utilization, increase production and deduction in rate of rejection.
11. Organization has strong relation with employees as they provides various monitory and non-monitory benefit like Award system, silver coin system, scholarships, camp arranges for employees child, games and sport arrangements. These are indirect motivation to increase loyalty towards organization.
12. By awarding Twenty and twenty-five years Service Tenure indirectly it gives impact on retention rate.
13. According to HR representative, individual financial incentives and collective Non-financial incentives are more effective motivational reforms motivate to employees.



**5.2.5. ALFA LAVAL (I) PVT. LTD., SATARA**

1. Motivational practices have positive impact on Employee productivity parameters except total production (Table 4.2.5.14). The Impact on productivity parameter is:
  - 1.1 Motivational practices has not significant difference into Total Production pre and post motivational practices implementation (Table 4.2.5.8 and 4.2.5.9)
  - 1.2. Motivational practices do not have significant difference into Absenteeism Rate of pre and post motivational practices implementation. (Table 4.2.5.10 and 4.2.5.11)
  - 1.3. Motivational practices do not have significant difference into Accident Rate of pre and post motivational practices implementation. (Table 4.2.5.12 and 4.2.5.13)
2. Employees are motivated by Collective Financial Incentives. (Table 4.2.5.1)
3. 30.33% respondents are satisfied and 30% respondents are not satisfied with HR department Support and Motivational policy. (Table 4.2.5.2)
4. 33.33% respondents are highly satisfied and 30% respondents are satisfied with Top Management treatment and Support while 30% are not satisfied. (Table 4.2.5.3)
5. Welfare Facilities is the most motivational factor with 4.87 mean score for employees followed by Salary increment with 4.83 mean score. Next motivating factor Employee- management involvement in decision making 4.73 mean score and good relation with co-workers 4.67 mean score. (Table 4.2.5.4)
6. Employees have perception towards motivational practices Decreases rate of accidents with mean score 4.77 followed by Build a strong bonding and Good relationship with superiors and co-workers, Good relationship with co-workers and feels organization taken care score 4.57. (Table 4.2.5.5)
7. Most of the respondent are satisfied with organizational general policies(indirectly motivating) that are Satisfied with the lunch break and rest breaks system having mean score 4.63 followed by provides required safety training and equipment and organization having fair amount of team spirit having mean score 4.60. (Table 4.2.5.6)

8. Medical benefits are most motivated additional facilities to employees with mean score 4.37 followed by canteen with 4.33 mean score. (Table 4.2.5.7)
9. Company takes care of all employees by providing them Safety shoes, Gumboot, Raincoats, Caps.
10. By introducing 5'S management system production quality, standard of working Environment and standard of production are increase.
11. According to HR representative, individual financial incentives and collective Non-financial incentives are more effective motivate to employees.

#### 5.2.6. COMPARATIVE ANALYSIS:

1. 80% Employee are motivated by motivated by individual Financial Incentives and 20% are motivated by Collective Financial Incentive. (Table 4.2.6.1)
3. All companies most employees are satisfied with HR department but cooper corporation Pvt. Ltd. Satara has first rank with 4.40 mean score, followed by Utkur Iron and Steel Co. Pvt. Ltd., Satara with 4.17 mean score. (Table 4.2.6.2)
4. All companies most employees are satisfied with top management but cooper corporation Pvt. Ltd. Satara has first rank with 4.43 mean score, followed by Utkur Iron and Steel Co. Pvt. Ltd., Satara. (Table 4.2.6.3)
5. There is no High degree correlation between selected 5 units. Kavistu Transmission Pvt. Ltd. with Alfa Laval (I) Pvt. Ltd. and between Cooper Corporation Pvt. Ltd. and Alfa Laval (I) Pvt. Ltd. signifies strong positive correlation. Utkur Iron and Steel Co. Pvt. Ltd. with Cooper Corporation Pvt. Ltd. and Alfa Laval (I) Pvt. Ltd. Correlation Coefficient is 0.358 and 0.370 respectively signifies weak positive correlation. (Table 4.2.6.5)
6. Utkur Iron and Steel Co. Pvt. Ltd. and Cooper Corporation Pvt. Ltd. and couple of Utkur Iron and Steel Co. Pvt. Ltd. and Alfa Laval (I) Pvt. Ltd. and couple of Mutha Spherocast (I) Pvt. Ltd. and Alfa Laval (I) Pvt. Ltd. has significant relation in this companies motivating factor.
7. The Correlation Coefficient signifies strong positive correlation between Cooper Corporation Pvt. Ltd. and Alfa Laval (I) Pvt. Ltd. Utkur Iron and Steel Co. Pvt.

- Ltd. with Kavistu Transmission Pvt. Ltd. and with Alfa Laval (I) Pvt. Ltd. signifies poor positive correlation. (Table 4.2.6.8)
8. Utkur Iron and Steel Co. Pvt. Ltd. and Kavistu Transmission Pvt. Ltd., and couple of Utkur Iron and Steel Co. Pvt. Ltd. and Alfa Laval (I) Pvt. Ltd. and couple of Mutha Spherocast (I) Pvt. Ltd. and Kavistu Transmission Pvt. Ltd. and couple of Mutha Spherocast (I) Pvt. Ltd. and Alfa Laval (I) Pvt. Ltd. and couple of Kavistu Transmission Pvt. Ltd. and Cooper Corporation Pvt. Ltd. and couple of Kavistu Transmission Pvt. Ltd. And Alfa Laval (I) Pvt. Ltd. has significant relation in this companies motivating factor. (Table 4.2.6.9)
  9. The Correlation Coefficient is signifies moderate positive correlation between Kavistu Transmission Pvt. Ltd.. and Cooper Corporation Pvt. Ltd. and in couple of Utkur Iron and Steel Co. Pvt. Ltd. with Alfa Laval (I) Pvt. Ltd. signifies moderate negative correlation. (Table 4.2.6.11)
  10. Employee Opinions on Organizations general policies has not significant relations between sample units except in between of Mutha Spherocast (I) Pvt. Ltd. and Alfa Laval (I) Pvt. Ltd., Satara. (Table 4.2.6.12)
  11. HR Representatives opinion regarding outcomes of applied motivational practices are Motivational practices are helpful to increases Employee Productivity with having 5.00 mean score followed by Motivational practices are increases Employee work Efficiency.(Table 4.2.6.13)
  12. Employee Involvement (Intrinsic) motivational program are most preferred with having mean score 4.80, followed by Employee Recognition, Variable Pay and Flexible Benefits with second rank having mean score 4.40.(Table 4.2.6.14)
  13. Top management Support is most considerable factor while forming motivational policy with having mean score 5.00, followed by Organization's current requirement with 4.60 means score. (Table 4.2.6.15)

### **5.3 SUGGESTIONS:**

Suggestions are based upon Finding of data analysis. Suggestions are proposed organization-wise:

#### **5.3.1. UTKUR IRON AND STEEL CO. PVT. LTD., SATARA**

1. Motivational practices do not have significant difference into the Ratio of Attendance pre and post motivational practices implementation, so organization should frame a motivation policy with monetary reward like calendar full day attendance allowance or non-monetary reward for Attendance "Best Attendance Award" for a 3 months calendar full day presents.
2. As per employees current motivating factors are Salary Increment and Employees involvement in decision making, so management should establish salary increment Schedule on a specific time period completion and specific target achievement performance. Management should involve employees representatives in decision making.
3. Organization should apply non-financial motivational practices like praise from superiors for good work and arrange event of get-together and provides some welfare facilities for building a strong relation in employee and employer and increased employees loyalty towards organization.
4. Management should give attention towards cleaning, maintenance of shop floor; space availability for production that means production system must not congested.

#### **5.3.2. MUTHA SPHEROCAST (I) PVT. LTD., SATARA**

1. As per employees current motivating factors are Salary Increment and work appreciation and reward, so management should establish salary increment Schedule specific time period completion and specific target achievement performance, should appreciate employees for their excellent work performance and give them award.

2. Organization should apply non-financial motivational practices like praise from superiors for good work and arrange event of get-together and provides some welfare facilities for building a strong relation in employee and employer and increased employees loyalty towards organization.
3. As per employees current motivating factors are Salary Increment, work appreciation and reward, and Employees involvement in decision making, so management should establish salary increment Schedule on a specific time period completion and on a specific target achievement performance. Management should appreciate employees for their good performance and involve employees representatives in decision making.

### **5.3.3. KAVISTU TRANSMISSION PVT. LTD., SATARA**

1. Motivational practices do not have significant difference into the total production of pre and post motivational practices implementation. Organization should frame Production incentives schemes- Defines level of production target and incentives and on the achievement of production target gives proportionate production incentive.
2. Organization should revise current motivational policy of Attendance allowance considering leave structure of organization. Means if employee is taken authorized leave, he/she will eligible for attendance allowance. For more effectiveness, revise policies on the specific time interval.
3. Management should give attention towards cleaning, maintenance of machines and shop floor; space availability for production, so employees are feel safe while working.
4. Organization should develop more Extra/Additional facilities, considering employees requirements. At least for overtime workers, organization should made provision for canteen facility as company is far away from city otherwise company should arrange refreshment for overtime workers.
5. As per employees current motivating factors welfare facilities, salary increment and Employees involvement in decision making, so management should

provides more welfare facilities like medical, insurance, canteen etc., establish salary increment Schedule on a specific time period completion and specific target achievement performance, management should involve employees representatives in decision making.

#### **5.3.4. COOPER CORPORATION PVT. LTD., SATARA**

1. Motivational practices have significance difference into Absenteeism Rate of pre and post motivational reforms. Organization already has attendance allowance and award scheme for 6 month full day's attendance. Six month is a longer period, so employees can't response to this policy. Management should change the period from 6 months to 3 months, so worker inspires to participate actively.
2. As per employees current motivating factors are welfare facilities and salary increment, so management should provides more welfare facilities like medical, insurance, cariteen etc., and establish salary increment Schedule on a specific time period completion and specific target achievement performance.
3. Company should arrange monthly meeting for employees and top level management. Also arrange regular Top management visit schedule, so strong relations and communication between employees and Top management will develop.

#### **4.3.5. ALFA LAVAL (I) PVT. LTD., SATARA**

1. Motivational practices do not have significant difference into the total production of pre and post motivational practices implementation. Organization already has scheme for production but has Group incentives scheme as work nature is dependable on group. Company should made some changes in policy that if any worker are not gives contribution and co-operation up to mark then his share in group incentives are will canceled or minimized.

2. Most of the employees are not satisfied with HR department's rules, regulations and treatment, so need to develop strong relationship between them. Company should arrange monthly meetings for understanding of workers problem and gives them information about our organizations current requirement and status. Also arrange common events, appreciate for good work, this kind of tactics will helpful to improves relation and bonding between them.
3. As per employees current motivating factors are welfare facilities and salary increment, so management should provides more welfare facilities like medical, insurance etc., and establish salary increment schedule on a specific time period completion and specific target achievement performance.
4. Company should arrange regular Top management visit schedule to shop floor, so strong relations and communication between employees and top management will develop.