

Motivation Level of Employee's in Small Scale Industries in Aligarh District of Uttar Pradesh (India)

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Abstract

One of the most important concerns of a management or manager is to motivate people to make their optimum contribution to the achievement of organizational goals. Therefore, it becomes important for him to understand what motivates people to behave as they do. Some human behaviour is random and consist of emotions and reflexes, most of it is goal directed in the sense that it is aimed at the satisfaction of some need. Since the needs of the employees and the organisation are not always the same, the manager can better integrate these two sets of needs by gaining an insight into the needs of his employees and then channelise them in the direction of organizational needs. The present paper is an attempt in this direction intended to examine the "Motivation level of employees in small scale industries".

Keywords: Employees, Motivation, Organization, Small Scale Industries.

Introduction

Abraham Lincoln, until past forty, was a failure in almost all activities he undertook. When asked about the change, he said, "My father taught me to work but did not teach me to love my work. I hit that accidentally, when I was past forty." People differ not only in their ability to do but also in their 'love to do'; this 'love or will to do' is called motivation.

Motivation is the core of management. It is a basic function of every manager to motivate his subordinates or to create the "will to work" among them. It should also be remembered that a worker may be immensely capable of doing some work, but nothing can be achieved if he is not willing to work. Creation of a 'will to work' is motivation in simple but true sense of the term.

The purpose of motivation is to create conditions in which people are willing to work with zeal, initiative, interest and enthusiasm, with a sense of responsibility, loyalty and discipline, so that the goals of an organisation are achieved effectively. Motivational techniques are utilized to stimulate employee growth. Some managers try to motivate employee through the use of rewards, punishments and formal authority. But, motivation is much more complicated than that. It involves ideas of family, team work, growth, learning, salary, other benefits, and the like.

Objectives

1. To study the motivational level of employees of small scale industries.
2. To study the motivational level of employees of small scale industries and its association with gender.
3. To study the motivational level of employees of small scale industries and its association with educational Qualification.

The present study is based on empirical analysis. Required data is obtained from the registered small scale industrial units in Aligarh District. The samples have been taken on the basis of simple random sampling method. A systematic record of small scale industries in Rajkot district does not exist. This study is based on sample survey of 306 employees of SSI units.

Table no.1 Category wise employee in SSI

Category	No. of Employees	%
Executive	60	19.61
Non-Executives	90	29.41
Labourers	156	50.98
Total	306	100

This study is based on a sample survey of 306 employees of SSI units. out of the 153 sampled employees 60 were executives, 90 were non-executives and 156 were labourers. Category is one of the important factors that affect the motivation. Higher category holds greater responsibility, authority, control and pay. It can be assumed that the employees at higher level work hard with greater responsibility, authority, challenges and threat; rather than employees at the lower level.

Table no.2 Education wise employees in SSI

Education	No. of Employees	%
Post Graduate	64	20.92
Graduate	82	26.80
Under Graduate	118	38.56
Illiterate	42	13.72
Total	306	100

Table no.2 shows an educational qualification on of the sampled employees. According to the table 21% belong to post graduation, 27% to graduation, 38% to under graduation and 14% are illiterate.

Table no.3 Education and Category wise employees in SSI

Education	No. of Employees							
	Executive		Non- Executive		Labourer		Total	
	No.	%	No.	%	No.	%	No.	%
PG	56	93.33	8	8.89	-	-	64	20.91
G	4	6.67	66	73.33	12	7.69	82	26.80
UG	-	-	16	17.78	102	65.38	118	38.56
ILL	-	-	-	-	42	26.93	42	13.73
Total	60	100	90	100	156	100	306	100

As per table no.3 among executives, 93.33% belong to post graduation (PG) and 6.67% to graduation (G). In non-executives category 8.89% belong to post graduation, 73.33% belong to graduation and 17.78% to under graduation (UG) whereas in Labourers category 7.69% belong to graduation, 65.38% to under graduation and 26.93% are illiterate (ill).

Table no.4 Marital status wise employees in SSI

Marital Status	No. of Employees	%
Married	240	78.43
Unmarried	66	21.57
Total	306	100

Table no.4 reveals data of marital status of sampled employees. Out of 306 employees 240 were married and 66 were unmarried. Thus, roughly 78% of the sampled employees were married and 22% were unmarried.

Table no.5 Marital status and Category wise employees in SSI

Marital Status	No. of Employees							
	Executive		Non-Executive		Labourers		Total	
	No.	%	No.	%	No.	%	No.	%
Married	54	90	76	84.44	110	70.51	240	78.43
Unmarried	6	10	14	15.56	46	29.49	66	21.57
Total	60	100	90	100	156	100	306	100

Table no. 6.5 shows marital status and category. In executive category 90% were married and 3% were unmarried. In non executive category 84.44% were married and 15.56% were unmarried. Whereas in labourer's category 70.51% were married and 29.49% were unmarried.

Table no.6 Gender wise employees in SSI

Gender	No. of Employees	%
Male	230	75.16
Female	76	24.84
Total	306	100

Table no. 6 shows gender wise employees in SSI. Out of 306 employees 230 were male & 76 were female. According to the table roughly, 75% were male and 25% were female.

Table no.7 Gender and Category wise employees in SSI

Gender	No. of Employees							
	Executive		Non-Executive		Labourers		Total	
	No.	%	No.	%	No.	%	No.	%
Male	50	83.34	70	77.78	110	70.51	230	75.16
Female	10	16.67	20	22.22	46	29.49	76	24.84
Total	60	100	90	100	156	100	306	100

Table no.7 reveals gender and category. In executive category 83.34% were male and 16.67% were female and in non-executive category 77.78% were male and 22.22% were female. Whereas in labourers 70.51% were male and 29.49% were female.

We have selected three aspects for assessing the motivation level of the employees of SSI units i.e. (1) Job satisfaction (2) Reward motivation and (3) Personal touch and motivation. Therefore, in the questionnaire prepared for surveying the employees of the sampled units, the following 20 statements were used to get responses for

motivation of the SSI employees. The motivation levels of the employees were measured on a five-point scale. After getting the questionnaire filled up by the employees.

Table no.8

Motivational Aspect (overall)						
Sr.no	Statements	SA	A	N	DA	SDA
1	I like my work	72	82	84	58	10
2	My work is challenging	56	88	96	54	12
3	I would like to get feedback about my performances	54	86	88	62	16
4	I would like to develop skills	58	88	94	52	14
5	I would like to take responsibility	114	78	86	28	0
6	The award gives me a sense of achievement	96	94	102	12	2
7	The award / recognition motivates me to work harder	62	88	108	36	12
8	Awards elevate my status in society	92	102	96	14	2
9	The organization has recognized my services by giving the awards	66	100	110	24	6
10	Awards are strictly given on the basis of one's performance	46	92	122	34	12
11	The head of the division takes personal interest in the welfare of the employees	86	102	98	16	4
12	The example set by my top manager encourages me to work hard	88	98	100	18	2
13	My supervisors provide technical support to me	58	96	114	36	2
14	My supervisors give personal support in times of difficulties	98	110	80	12	6
15	The top manager understands my problems and sincerely solves them	72	108	92	26	8
16	I am able to approach my superior officers easily	64	106	96	34	6
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	70	100	104	28	4
18	Sympathetic and caring attitude of top management motivates me to work harder	96	94	92	18	6
19	I have full faith in my superiors	124	88	84	10	0
20	The leadership which I get from superiors encourages me to put up good performance	92	86	104	22	2
A	Total	1564	1886	1950	594	126
B	Average	78.2	94.3	97.5	29.7	6.3
C	Scale	5	4	3	2	1
D	Average*Scale (B*C)	391	377.2	292.5	59.4	6.3
E	Grand average	3.68				

Table no.9

Motivational Aspect (Executive)						
Sr.no	Statements	SA	A	N	DA	SDA
1	I like my work	16	22	12	10	0
2	My work is challenging	20	16	10	12	2
3	I would like to get feedback about my performances	24	10	16	6	4
4	I would like to develop skills	18	16	8	12	6
5	I would like to take responsibility	34	18	4	4	0
6	The award gives me a sense of achievement	30	14	6	8	2
7	The award / recognition motivates me to work harder	24	18	10	6	2
8	Awards elevate my status in society	18	16	18	8	0
9	The organization has recognized my services by giving the awards	22	14	12	8	4
10	Awards are strictly given on the basis of one's performance	26	12	12	6	4
11	The head of the division takes personal interest in the welfare of the employees	18	14	20	6	2
12	The example set by my top manager encourages me to work hard	14	20	18	6	2
13	My supervisors provide technical support to me	18	16	16	8	2
14	My supervisors give personal support in times of difficulties	12	16	22	8	2
15	The top manager understands my problems and sincerely solves them	24	16	10	8	2
16	I am able to approach my superior officers easily	12	20	14	10	4
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	12	22	12	12	2
18	Sympathetic and caring attitude of top management motivates me to work harder	24	20	12	2	2
19	I have full faith in my superiors	14	32	6	8	0
20	The leadership which I get from superiors encourages me to put up good performance	24	26	8	2	0
A	Total	404	358	246	150	42
B	Average	20.2	17.9	12.3	7.5	2.1
C	Scale	5	4	3	2	1
D	Average*Scale (B*C)	101	71.6	36.9	15	2.1
E	Grand average	3.78				

Table no.10

Motivational Aspect (Non-Executive)						
Sr.no	Statements	SA	A	N	DA	SDA
1	I like my work	20	18	30	18	4
2	My work is challenging	24	30	24	6	6
3	I would like to get feedback about my performances	26	34	18	10	2
4	I would like to develop skills	24	28	22	8	8
5	I would like to take responsibility	26	36	20	8	0
6	The award gives me a sense of achievement	22	40	24	4	0
7	The award / recognition motivates me to work harder	28	38	22	2	0
8	Awards elevate my status in society	38	28	16	6	2
9	The organization has recognized my services by giving the awards	32	30	14	12	2
10	Awards are strictly given on the basis of one's performance	16	32	18	16	8
11	The head of the division takes personal interest in the welfare of the employees	26	22	30	10	2
12	The example set by my top manager encourages me to work hard	22	28	28	12	0
13	My supervisors provide technical support to me	20	30	26	14	0
14	My supervisors give personal support in times of difficulties	44	24	14	4	4
15	The top manager understands my problems and sincerely solves them	36	30	16	4	4
16	I am able to approach my superior officers easily	32	28	14	14	2
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	30	32	18	8	2
18	Sympathetic and caring attitude of top management motivates me to work harder	42	28	10	6	4
19	I have full faith in my superiors	46	30	14	0	0
20	The leadership which I get from superiors encourages me to put up good performance	38	26	18	6	2
A	Total	592	592	396	168	52
B	Average	29.6	29.6	19.8	8.4	2.6
C	Scale	5	4	3	2	1
D	Average*Scale (B*C)	148	118.4	59.4	16.8	2.6
E	Grand average	3.84				

Table no.11

Motivational Aspect (Labourers)						
Sr.no	Statements	SA	A	N	DA	SDA
1	I like my work	36	42	42	30	6
2	My work is challenging	12	42	62	36	4
3	I would like to get feedback about my performances	4	42	54	46	10
4	I would like to develop skills	16	44	64	32	0
5	I would like to take responsibility	54	24	62	16	0
6	The award gives me a sense of achievement	44	40	72	0	0
7	The award / recognition motivates me to work harder	10	32	76	28	10
8	Awards elevate my status in society	36	58	62	0	0
9	The organization has recognized my services by giving the awards	12	56	84	4	0
10	Awards are strictly given on the basis of one's performance	4	48	92	12	0
11	The head of the division takes personal interest in the welfare of the employees	42	66	48	0	0
12	The example set by my top manager encourages me to work hard	52	50	54	0	0
13	My supervisors provide technical support to me	20	50	72	14	0
14	My supervisors give personal support in times of difficulties	42	70	44	0	0
15	The top manager understands my problems and sincerely solves them	12	62	66	14	2
16	I am able to approach my superior officers easily	20	58	68	10	0
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	28	46	74	8	0
18	Sympathetic and caring attitude of top management motivates me to work harder	30	46	70	10	0
19	I have full faith in my superiors	64	26	64	2	0
20	The leadership which I get from superiors encourages me to put up good performance	30	34	78	14	0
A	Total	568	936	1308	276	32
B	Average	28.4	46.8	65.4	13.8	1.6
C	Scale	5	4	3	2	1
D	Average*Scale (B*C)	142	187.2	196.2	27.6	1.6
E	Grand average	3.56				

Motivation and Category of Employees:

From the data in table 8, it is observed that the overall average score obtained on the five-point scale is 3.68. It was found that on an average 78 employees strongly agreed while 94 employees showed their average agreement, 98 remained neutral, 30 disagreed and 6 strongly disagreed. Overall average score, 3.68 which shows an average of employees motivated for the job. This is obvious from the table that those who are either not satisfied or remain neutral. Obtain maximum points on the scale up to three only. This was based on the fact that those who did not feel motivated disagreed or strongly disagreed or remained neutral to the statements. When the analysis is made separately for the executives, non-executives and labourers, the corresponding results are as follows.

For executives 20 strongly agreed, 18 averagely agreed, 12 remain neutral and 8 disagreed while 02 strongly disagreed on an average to all the 20 statements administering to them. The average score point of the executives amounted to 3.78 on 5 point scale as such in the result for executives also corresponds to the result drawn for all the sample employees.

With regard to non-executives 15 strongly agreed, 15 averagely agreed, 10 remained neutral while 4 disagreed and 01 strongly disagreed respectively on an average to all the 20 statements, regarding the motivational aspects. In this, regard the average score point was found 3.84 which again corresponds to the overall conclusion drawn for all the sampled employees.

For labourers 14 strongly agreed, 23 averagely agreed, 33 remained neutral and 7 disagreed while 01 strongly disagreed on an average to all the 20 statements asked. From the table 11 it is noticed that the average score was found 3.56 which again corresponds to the overall conclusion drawn for the sampled employees.

Table no.12

Motivational Aspect (Post Graduate)						
Sr.no	Statements	SA	A	N	DA	SDA
1	I like my work	20	18	12	10	4
2	My work is challenging	24	16	10	8	6
3	I would like to get feedback about my performances	20	18	16	6	4
4	I would like to develop skills	16	24	8	12	4
5	I would like to take responsibility	38	18	4	4	0
6	The award gives me a sense of achievement	32	12	6	12	2
7	The award / recognition motivates me to work harder	26	20	12	4	2
8	Awards elevate my status in society	16	20	18	10	0
9	The organization has recognized my services by giving the awards	28	14	10	8	4
10	Awards are strictly given on the basis of one's performance	24	12	10	6	12
11	The head of the division takes personal interest in the welfare of the employees	22	14	16	8	4
12	The example set by my top manager encourages me to work hard	14	20	22	6	2
13	My supervisors provide technical support to me	18	24	12	8	2
14	My supervisors give personal support in times of difficulties	16	16	22	8	2
15	The top manager understands my problems and sincerely solves them	28	12	10	10	4
16	I am able to approach my superior officers easily	8	24	16	12	4
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	16	20	14	12	2
18	Sympathetic and caring attitude of top management motivates me to work harder	24	24	12	2	2
19	I have full faith in my superiors	14	36	6	8	0
20	The leadership which I get from superiors encourages me to put up good performance	24	26	10	4	0
A	Total	428	388	246	158	60
B	Average	21.4	19.4	12.3	7.9	3
C	Scale	5	4	3	2	1
D	Average*Scale (B*C)	42.8	77.6	36.9	15.8	3
E	Grand average	3.75				

Table no.13

Motivational Aspect (Graduate)						
Sr.no	Statements	SA	A	N	DA	SDA
1	I like my work	16	28	24	14	0
2	My work is challenging	24	20	24	12	2
3	I would like to get feedback about my performances	24	38	18	2	0
4	I would like to develop skills	16	14	22	20	10
5	I would like to take responsibility	24	36	22	0	0
6	The award gives me a sense of achievement	22	32	28	0	0
7	The award / recognition motivates me to work harder	36	20	20	4	2
8	Awards elevate my status in society	28	24	26	4	0
9	The organization has recognized my services by giving the awards	26	26	16	12	2
10	Awards are strictly given on the basis of one's performance	18	26	16	22	0
11	The head of the division takes personal interest in the welfare of the employees	16	16	42	8	0
12	The example set by my top manager encourages me to work hard	28	30	18	6	0
13	My supervisors provide technical support to me	26	24	30	2	0
14	My supervisors give personal support in times of difficulties	36	26	12	4	4
15	The top manager understands my problems and sincerely solves them	26	32	20	2	2
16	I am able to approach my superior officers easily	32	24	14	10	2
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	24	32	16	8	2
18	Sympathetic and caring attitude of top management motivates me to work harder	38	16	8	16	4
19	I have full faith in my superiors	36	28	18	0	0
20	The leadership which I get from superiors encourages me to put up good performance	40	16	14	10	2
A	Total	536	508	408	156	32
B	Average	26.8	25.3	20.4	7.8	1.6
C	Scale	5	4	3	2	1
D	Average*Scale (B*C)	134	101.2	61.2	15.6	1.6
E	Grand average	3.83				

Table no.14

Motivational Aspect (Under Graduate)						
Sr.no	Statements	SA	A	N	DA	SDA
1	I like my work	28	10	46	34	0
2	My work is challenging	8	52	40	14	4
3	I would like to get feedback about my performances	10	14	38	44	12
4	I would like to develop skills	26	50	22	20	0
5	I would like to take responsibility	22	12	60	24	0
6	The award gives me a sense of achievement	42	28	48	0	0
7	The award / recognition motivates me to work harder	0	48	48	14	8
8	Awards elevate my status in society	36	28	52	0	2
9	The organization has recognized my services by giving the awards	0	48	66	4	0
10	Awards are strictly given on the basis of one's performance	4	30	78	4	0
11	The head of the division takes personal interest in the welfare of the employees	36	56	26	0	0
12	The example set by my top manager encourages me to work hard	38	34	40	6	0
13	My supervisors provide technical support to me	14	22	56	26	0
14	My supervisors give personal support in times of difficulties	20	66	32	0	0
15	The top manager understands my problems and sincerely solves them	18	22	62	14	2
16	I am able to approach my superior officers easily	24	40	42	12	0
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	30	48	38	2	0
18	Sympathetic and caring attitude of top management motivates me to work harder	34	54	30	0	0
19	I have full faith in my superiors	50	24	44	0	0
20	The leadership which I get from superiors encourages me to put up good performance	16	44	56	2	0
A	Total	456	730	924	222	14
B	Average	22.8	36.5	46.2	11.1	0.7
C	Scale	5	4	3	2	1
D	Average*Scale (B*C)	114	146	138.6	22.2	.7
E	Grand average	3.58				

Table no.15

Motivational Aspect (Illiterate)						
Sr.no	Statements	SA	A	N	DA	SDA
1	I like my work	8	26	2	0	6
2	My work is challenging	0	0	22	20	0
3	I would like to get feedback about my performances	0	16	16	10	0
4	I would like to develop skills	0	0	42	0	0
5	I would like to take responsibility	30	12	0	0	0
6	The award gives me a sense of achievement	0	22	20	0	0
7	The award / recognition motivates me to work harder	0	0	28	14	0
8	Awards elevate my status in society	12	30	0	0	0
9	The organization has recognized my services by giving the awards	12	12	18	0	0
10	Awards are strictly given on the basis of one's performance	0	24	18	0	0
11	The head of the division takes personal interest in the welfare of the employees	12	16	14	0	0
12	The example set by my top manager encourages me to work hard	8	14	20	0	0
13	My supervisors provide technical support to me	0	26	16	0	0
14	My supervisors give personal support in times of difficulties	26	2	14	0	0
15	The top manager understands my problems and sincerely solves them	0	42	0	0	0
16	I am able to approach my superior officers easily	0	18	24	0	0
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	0	0	36	6	0
18	Sympathetic and caring attitude of top management motivates me to work harder	0	0	42	0	0
19	I have full faith in my superiors	24	0	16	2	0
20	The leadership which I get from superiors encourages me to put up good performance	12	0	24	6	0
A	Total	144	260	372	58	6
B	Average	7.2	13	18.6	2.9	0.3
C	Scale	5	4	3	2	1
D	Average*Scale (B*C)	36	52	55.8	5.8	0.3
E	Grand average	3.57				

As per the table no.12, 11 post graduates strongly agreed, 10 averagely agreed, 6 remained neutral 4 disagreed and 02 strongly disagreed for the motivational aspects. The way of average scores point of employees was found 3.75 which shows on an average motivation scores of sampled post graduates employees. As per table no.13, 13 graduates strongly agreed, 13 averagely agreed, 10 remained neutral while 4 disagreed and 01 strongly disagreed. The way of average scores point of employees was found 3.83 which shows on an average motivation scores of sampled post graduates employees. From the table no.14 it is noticed that 11 under graduates strongly agreed, 18 averagely agreed, 23 remain neutral 06 disagreed and 01 strongly disagreed. The way of average scores point of employees was found 3.58 which shows on an average motivation of under graduates employees. Now as per table no.15 04 illiterate employees strongly agreed, 07 averagely agreed, 09 remained neutral & 01 disagreed. The way of average scores point of illiterate employees was found 3.57.

On the basis of the above detail the average score point on a 5 point scale for all motivational aspects for the post graduates, graduates, undergraduates and illiterate sampled employees were 3.75, 3.83, 3.58 and 3.57. respectively. Accordingly it may be inferred that all the sub groups of sampled employees on the basis of their educational qualifications are found motivated as their scores point were higher than the scores point three, up to which the employees might be either remaining neutral as were not duly motivated. However, as per the figures it is very right to be said that the higher level of education may help employees for getting more degree of motivation, it is noticed from the above tables that the highest average score of motivation was found 3.83 in the case of graduate employees.

Table no.16

Motivational Aspect (Male)						
Sr.no	Statements	SA	A	N	DA	SDA
1	I like my work	64	58	60	42	6
2	My work is challenging	36	80	80	22	12
3	I would like to get feedback about my performances	48	68	52	46	16
4	I would like to develop skills	58	68	60	36	8
5	I would like to take responsibility	52	66	86	26	0
6	The award gives me a sense of achievement	72	66	80	10	2
7	The award / recognition motivates me to work harder	62	60	100	8	0
8	Awards elevate my status in society	32	92	96	8	2
9	The organization has recognized my services by giving the awards	48	70	82	24	6
10	Awards are strictly given on the basis of one's performance	46	46	108	24	6
11	The head of the division takes personal interest in the welfare of the employees	50	80	88	10	2
12	The example set by my top manager encourages me to work hard	78	76	56	18	2
13	My supervisors provide technical support to me	58	32	104	34	2
14	My supervisors give personal support in times of difficulties	68	108	36	12	6
15	The top manager understands my problems and sincerely solves them	66	60	80	20	4
16	I am able to approach my superior officers easily	62	98	50	14	6
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	50	90	66	20	4
18	Sympathetic and caring attitude of top management motivates me to work harder	84	86	42	14	4
19	I have full faith in my superiors	100	76	52	2	0
20	The leadership which I get from superiors encourages me to put up good performance	48	86	74	20	2
A	Total	1182	1466	1452	410	90
B	Average	59.1	73.3	72.6	20.5	4.5
C	Scale	5	4	3	2	1
D	Average*Scale (B*C)	295.5	293.2	217.8	41	4.5
E	Grand average	3.70				

Table no.17

Motivational Aspect (Female)						
Sr.no	Statements	SA	A	N	DA	SDA
1	I like my work	8	24	24	16	4
2	My work is challenging	20	8	16	32	0
3	I would like to get feedback about my performances	6	18	36	16	0
4	I would like to develop skills	0	20	34	16	6
5	I would like to take responsibility	62	12	0	2	0
6	The award gives me a sense of achievement	24	28	22	2	0
7	The award / recognition motivates me to work harder	0	28	8	28	12
8	Awards elevate my status in society	60	10	0	6	0
9	The organization has recognized my services by giving the awards	18	30	28	0	0
10	Awards are strictly given on the basis of one's performance	0	46	14	10	6
11	The head of the division takes personal interest in the welfare of the employees	36	22	10	6	2
12	The example set by my top manager encourages me to work hard	10	22	44	0	0
13	My supervisors provide technical support to me	0	64	10	2	0
14	My supervisors give personal support in times of difficulties	30	2	44	0	0
15	The top manager understands my problems and sincerely solves them	6	48	12	6	4
16	I am able to approach my superior officers easily	2	8	46	20	0
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	20	10	38	8	0
18	Sympathetic and caring attitude of top management motivates me to work harder	12	8	50	4	0
19	I have full faith in my superiors	24	12	32	8	0
20	The leadership which I get from superiors encourages me to put up good performance	44	0	30	2	0
A	Total	382	420	498	184	36
B	Average	19.1	21	24.9	9.2	1.8
C	Scale	5	4	3	2	1
D	Average*Scale (B*C)	95.5	84	74.7	18.4	1.8
E	Grand average	3.61				

From the table 16 it is noticed that the overall average score obtained on the five-point scale is 3.70. It was found that on an average 30 employees strongly agreed, 37 averagely agreed, 36 remained neutral, 10 disagreed and 02 employees strongly disagreed.

As per table, no.17 on an average 09 employees strongly agreed, 10 averagely agreed, 13 remained neutral, 05 disagreed and 01 employee strongly disagreed. The overall average score obtained is 3.61

Conclusion:

The study conducted on the 306 employees of the SSI units of the Aligarh District. The overall motivation level of the SSI employees as found out from the survey is considered quite high. The motivation level clearly indicates that the employees of SSI units are motivated ones. The non executive employees have the highest motivational level (with a score of average 3.87).

- There is no significant difference in the motivation levels of employees having different educational qualifications.
- There exists a significant difference in the motivation levels between the male and the female employees of the SSI.
- There is no significant difference in the motivation levels of employees having different categories.

In this study, it is found that the employees are not satisfied with the working conditions prevailing in their working areas. In order to boost up the motivation level of the employees of SSI, concrete actions should be taken to improve the physical working conditions meant for the use of the SSI employees. In SSI there are no incentives for acquiring higher qualifications. Employees should have to be continuously encouraged to ensure that their motivation level is maintained / improved which in turn will play a catalyst role to improve their productivity and as a consequence the profitability of the organisation.

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