Exploring the Relationship Between Employee Motivation and Performance in Small-Scale Enterprises in Gurugram and Manesar City, Haryana

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Abstract

The goal of this study is to provide a contribution to the ongoing discussion on the ways in which employee motivation may influence the amount of innovative work behaviours that workers of small and medium-sized enterprises (SME) are likely to engage in. Idea creation, promotion, and realisation are the three sub-dimensions that are investigated by the writers as they investigate the relationships between employee motivation and employee performance. Additionally, the authors investigate the potential moderating effects of openness to experience and conscientiousness on the relationships between employee motivation and employee performance, as well as each of the sub-dimensions of innovative work behavior respectively. The results showed that there was a favourable correlation between employee motivation and performance, as well as each of the subdimensions of performance, which included idea development, promotion, and product realization. All of the sub-dimensions, including idea generation, idea promotion, and concept realisation, were controlled by openness to experience. This was the case for the correlations between employee motivation and employee performance. However, the association between employee motivation and employee performance was not moderated by conscientiousness between employees. 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: *Employee Motivation, Small Medium Enterprises, Idea Generation, Employee Performance.*

1   Introduction

An individual's specific needs are the starting point for the motivating process. Because everyone has a unique set of objectives in life, it varies from person to person because everyone has a different set of goals to accomplish. One can state that an employee is typically in a motivated stage at different times and for different purposes, both personally and professionally. This is because motivation might come into existence for a specific need at a different time at the same time. A few workers might be driven by the need to fulfill fundamental requirements, yet at the same time, another worker might be motivated by the need to fulfill psychological requirements. One of the many ideas that have been proposed regarding the subject of motivation is Abraham Maslow's hierarchy of needs hypothesis. This theory proposes that the needs of a human being are arranged in a hierarchical framework. In order to continue existing, it is necessary for every human being to fulfill a set of fundamental requirements. After these requirements have been met, a person will then focus on

needs that fall into a higher category in order to fulfill their remaining needs. According to him, needs can be broken down into the following categories: physiological, safety, social, esteem, and self-actualization.

The ERG theory was initially proposed by Clayton Alderfer in the year 1969. In this case, wants are not graded according to a variety of categories; rather, it emphasizes the possibility that more than one need may be present at any given moment. He classified these as belonging to the categories of existence, relatedness, and growth. On the basis of his two-factor theories, Fredrick Herzberg distinguished between hygienic factors and motivational factors. A significant amount of support was given to David McClelland's acquired-needs hypothesis by its beneficiaries. An individual is said to amass or acquire three distinct sorts of wants as a consequence of the experiences that they have throughout their lives, according to this perspective. Achievement, affiliation, and power are the three requirements that are being discussed here. The combination of these wants is something that every single human being possesses, and the ones that are predominant are the ones that drive an employee's conduct in that way.

In order to satisfy their needs and desires, employees are motivated to behave in a certain way, according to the theories of motivation.

Therefore, it is necessary for an organization to actively seek out the actual methods that might assist their employees in satisfying such demands, as this is the means by which they can maintain their motivation. Both the equity theory and the expectation theory have a significant significance within the framework of the concept of motivation. A continuous process of success is something that the majority of firms in today's business world aspire to implement. All organizations are in direct rivalry with one another and pose a threat to one another, but only human resources have the ability to generate and add value in order to achieve superior financial results. There are a few firms that view employees as an asset to the corporation, despite the fact that employees face a multitude of problems in order to accomplish the objectives of the company. A company needs to ensure that its employees are satisfied, happy, and motivated in order for them to perform at their highest level and produce more. Expanding into new markets and embracing new technologies might make it simpler to accomplish goals, but at the same time, at the same time, when there is insufficient training and a lack of enthusiasm, the performance can be called into doubt. When it comes to motivation, there are two components: the intrinsic and the extrinsic. An organization is required to make advantage of both the appropriate means of enhancing the motivation of its staff members. At the same time that they place a high value on their clients, high-performing businesses tend to undervalue their staff and the instruments that they use to motivate them.

Additionally, when an employee is sufficiently motivated, he is able to provide superior service to consumers, which ultimately results in an increase in the value of the company's brand, as well as its goodwill and sales. Employees experience feelings of depression when they are not motivated, and as a result, they begin to hunt for better options, which ultimately leads to employee turnover.

There is a direct correlation between employee jab satisfaction and motivation; the higher the degree of contentment, the stronger the motivation. It has the potential to further improve efficiency, productivity, and a sense of belonging, while also lowering the rate of employee turnover. According to Chaudhary and Sharma, the word "motivation" was derived from the word "motive's" meaning. There are many other ways to inspire employees, such as providing them with a bonus, incentives, rewards, recognition, and so on. Individuals can be energized, directed, and motivated to do better through the use of motivation as a treatment. There are some things that can be replaced by an organization, such as goods, services, and machines; but, human resources cannot be replaced in any way. The motivation of an employee should originate from within, from within themselves; this is what drives them to do better on a daily basis. Motivation has been characterized in every conceivable way by a multitude of brilliant thinkers; yet, it is an art or a skill that businesses need to learn coming down to the level of every employee because there is no one hat that fits all cases. Every single human being is one of a kind, and as a result, there is no way to provide a comprehensive set of motivating strategies that are suitable for everyone. This is because every single individual has distinct goals and objectives, both in their personal and professional lives, and these also vary depending on factors such as age, status, wealth, authority, and levels of power.

2   Literature Review

Mittal, Aggarwal, and Rawat (2019): Investigated the dynamics of business networks and the impact that these networks have on the performance of firms within the setting of the Gurgaon Auto-Component Cluster. By doing this research, valuable insights have been contributed into the complex relationships and collaboration structures that are present within this particular industrial cluster. The phrase "business networks" refers to the interwoven ties and partnerships that exist among businesses that are located within a particular particular industry or geographic location. In the context of the Gurgaon Auto-Component Cluster, this most likely refers to the numerous businesses and organizations that are contributing to the manufacturing and distribution chain of automobile components. Manufacturers, suppliers, distributors, and other stakeholders who combine their relationships to establish a network of interdependent relationships are examples of these. It is likely that the study investigates the operation of these business networks, exploring the nature of the relationships, partnerships, and collaborations that take place amongst the many companies that are a part of the Gurgaon Auto-Component Cluster among themselves. To accomplish this, it may be necessary to have an awareness of the movement of information, resources, and services among the participants of the network, as well as the strategic alliances and collaborative efforts that contribute to the cluster's comprehensive operation.

Ruthven's (2018) : Focused on labor management and skills policy in modern Indian business, highlighting the benefits derived from demographic considerations. It examines how these techniques and policies affect the workforce's productivity and the setting of the modern Indian industry. Skills policy, which includes educational policies and training initiatives, is crucial in assessing the workforce's readiness to meet industry expectations. Labor management involves reviewing hiring procedures, working environments, employee interactions, and other aspects of human resource management. Demographic factors, such as age, gender, education level, and geographical factors, can significantly impact the effectiveness of labor management techniques and skills programs. The research contributes to the broader understanding of human resource dynamics by situating these elements within the broader framework of HRM in the Indian industrial environment, considering broader societal dynamics, economic trends, and industry-specific difficulties.

Sen and Yadav's (2017): Studied offers a unique perspective on post-industrial cities, focusing on Faridabad, Haryana. The research examines the evolving identities, spatial changes, and community implications in a post-industrial context, providing insights into the broader trends shaping urban landscapes in the region. The study delves into the changes in economic activities, community structures, and overall urban fabric as cities transition away from heavy industrialization. The geographical perspective examines changes in land use, infrastructure, and physical layout of the city, as well as the environmental impact of urban development. The focus on urban development suggests an exploration of how Faridabad is evolving in terms of its economic, social, and cultural aspects. The study also investigates the social and cultural transformations occurring in Faridabad, such as population composition, emergence of new communities, and shifts in cultural practices. The study seeks to understand the challenges and opportunities arising from these transformations and considers the role of local governance and community engagement.

Monaco's (2015): Doctoral dissertation explores labor composition and resistance practices within the Indian Auto Industry, focusing on the socio-economic context. The study examines the workforce's demographics, such as age, gender, education levels, and regional backgrounds, to understand the diversity and dynamics shaping the labor environment. It also examines workers' resistance to working conditions, such as wages, working hours, safety concerns, and other labor-related issues. The research goes beyond purely industrial or economic analysis, considering the broader societal and economic context, including the impact of economic policies, globalization trends, and societal factors on labor dynamics. The study also examines the working conditions and dynamics of the auto industry, including workplace safety, job security, remuneration, and career advancement opportunities. The research adds depth to the understanding of labor relations and challenges by considering historical factors, institutional frameworks, and power structures that shape labor relations. In summary, Monaco's research contributes to the scholarly understanding of the Indian Auto Industry by offering a detailed socio-economic perspective on labor composition and resistance practices. **Brueckner and Padhy's (2014)** : Studied explores ISO14001 certification in the industrial landscapes of Delhi and Noida, focusing on

both small and medium enterprises (SMEs) and industry leaders. The study provides a nuanced analysis of how businesses of varying sizes engage with and implement environmental management systems, highlighting the diverse challenges and opportunities faced by different scales of enterprises in adopting environmentally responsible practices. The study's geographical context, placed in the dynamic National Capital Region (NCR) of India, allows for an examination of the unique environmental and industrial dynamics in the region. The research provides valuable insights into the complexities of integrating environmental sustainability into diverse industrial settings and the multifaceted strategies employed by businesses in Delhi and Noida to address environmental concerns and comply with international standards.

3 Research Methodology

3.1 Overview

Lockdown-related logistical issues led to the strategic design of the research technique, which includes convenience sampling and a cross-sectional study. Understanding the influence of lockdown conditions is perfectly aligned with the goal of the cross-sectional study, which enables a snapshot analysis of employee motivating elements at a single moment. Since accessibility and desire to participate are more important during the lockdown time than random or thorough sample techniques, convenience sampling is selected as a realistic form of participant selection. Choosing online surveys for their cost-effectiveness, time-saving features, and efficiency makes them a crucial component of the technique. Lockdowns making it difficult for people to conduct traditional face-to-face contacts, but internet polls offer a digital platform where people from different backgrounds can share their opinions without being restricted by location. Because online surveys are asynchronous and allow respondents to reply whenever it is most convenient for them, they are very effective. It also expands the dataset's reach and diversity. This simplifies the process of collecting data. It also emphasizes how affordable internet surveys are, since they do away with costs related to more conventional approaches, such as printing, dissemination, and manually processing data. All things considered, the research approach is a deliberate and practical reaction to the particular difficulties presented by the lockdown, guaranteeing that information gathering is effective, affordable, and accessible while offering insightful information about the driving forces behind workers during this particular time.

3.2 Sampling Strategy

Convenience sampling, a purposeful decision made intentionally in response to the lockdown's limitations, is the sampling approach used in this study. With consideration for practicality and feasibility in light of the unique obstacles posed by the lockdown conditions, convenience sampling selects participants based on their accessibility and desire to participate. Convenience sampling is regarded as a practical response to the inherent difficulties in gathering data within the allotted time, despite the fact that it is known to create biases due to the non-randomized selection of participants. Traditional random sample techniques, which frequently call for in-person interactions and a more methodical approach, become challenging to perform because to the lockout limits. The research team can get over these logistical obstacles and effectively collect data from people who are willing to engage in the study and are conveniently available by choosing convenience sampling. Since the lockdown's particular conditions need a flexible and adaptable approach to participant recruiting, the focus here is on pragmatism. The need for a practical and achievable data gathering strategy in light of the lockdown's limits justifies the methodological decision, even though it admits the possibility of sampling biases. With this method, the research can proceed more quickly and effectively, guaranteeing that important information about what motivates employees at this difficult time is recorded.

3.3 Participant Information:

The study purposefully targets employees from a variety of occupations in order to achieve diversity in participant demographics. This all-inclusive strategy guarantees a wide range of industry representation, including education, banking, construction, insurance, energy, and information technology. In order to obtain a thorough grasp of the motivational reasons that may vary throughout industries, participants were purposefully chosen from these diverse professional backgrounds. A more complex representation of the workforce is made possible by the choice of professions, which reflects an understanding that workers in different industries may

face different obstacles and motivators. The research aims to find similarities and variations in the elements influencing employee motivation across diverse industries by incorporating, for example, academics along with those in banking or IT. The study included 50 participants in total. The sample size was thoughtfully selected to achieve a balance between gathering a range of opinions and guaranteeing reasonable data collection and analysis. It is anticipated that the wide range of participants will contribute to the study's findings by providing a deeper understanding of the motivational elements that are relevant to different professional fields. Given the particulars of the lockdown, the thorough representation from a variety of professional sectors is consistent with the goal of the research, which is to obtain a comprehensive knowledge of employee motivation during the designated period.

3.4 Questionnaire structure

With the Likert 5-point scale serving as its fundamental framework, the questionnaire structure in this study has been carefully planned. Participants can give their ideas on this scale in a methodical and standardized way, which enables a quantitative evaluation of their perspectives. In order to ensure a thorough examination of the many facets of employee motivation, the questionnaire focuses on 10 distinct motivating variables, each of which was carefully selected to be consistent with the theoretical frameworks of Herzberg and Kovach.

Herzberg's emphasis on elements contributing to job happiness is closely aligned with the first motivating factor, "Appreciation for work," which explores the praise and acknowledgment employees receive for their contributions. Leaning on Herzberg's notion of work enrichment, "participation of the employee" refers to the empowerment and involvement of workers in decision-making protocols. Echoing Herzberg's assessment of the significance of interpersonal interactions at work, "Sympathetic help in personal problems" underlines the function of sympathetic support in employee motivation.

"Work of interest" corresponds with Herzberg's concept of meaningful and demanding work that enhances job satisfaction, and "Opportunities for advancement and development" represents the characteristics of growth and advancement that are stressed in both Kovach's and Herzberg's frameworks. Herzberg's theory includes "discipline" as a component that acknowledges the organizational structure and norms, which can affect employee motivation.

In addition to addressing Kovach's job-related elements like job security and organizational commitment, "Loyalty to Employees" emphasizes the mutual devotion that exists between employees and the company. Finally, "Working conditions" includes the surrounding environment and physical characteristics of the workplace, which is an important component of both Kovach's and Herzberg's models.

Because of the questionnaire's deliberate conformity with recognized theoretical frameworks, it is guaranteed that the motivating elements examined have their roots in accepted theories of employee motivation. This methodology enables a comprehensive and detailed analysis of the aspects that impact worker motivation, enabling the study to capture the complex interplay between motivating variables in a range of work environments and the particular difficulties brought about by the lockout.

4 Data Analysis And Interpretation

Tabel 1 : Profile of respondent

Variable	Frequency	Percent
Gender Male Female	 69 25	 69 25
Age Group (Years) 20-30	 23	 23

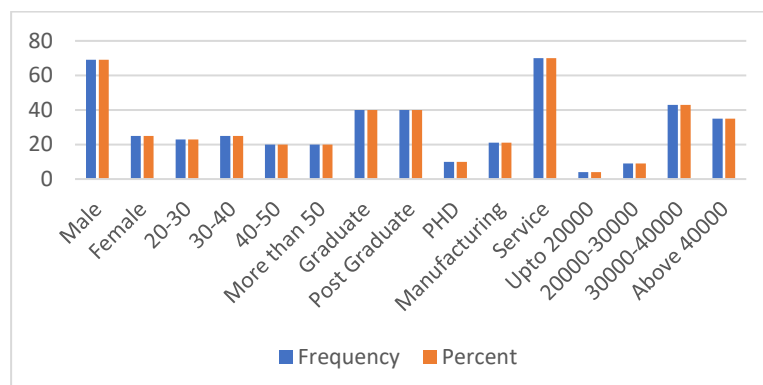| 30-40	25	25
40-50	20	20
More than 50	20	20
Higher Level of Education		
Graduate	40	40
Post Graduate	40	40
PHD	10	10
Type of Company		
Manufacturing	21	21
Service	70	70
Monthly Income		
Upto 20000	04	04
20000-30000	09	09
30000-40000	43	43
Above 40000	35	35

Figure 1: Graphical Representation on Profile of respondent

A thorough overview of the research participants' demographic makeup across a range of variables is given by the data. The sample's gender breakdown shows that women make up 25% of participants while men make up 69% of the total. There is a noticeable age diversity, with a fairly balanced representation of all age groups: 23% in the 20–30 years old category, 25% in the 30–40 years old category, 20% in the 40–50 years old category, and 20% in the over 50 years old category. Participants' educational backgrounds range from graduate degrees (40%) to postgraduate qualifications (40%) to PhDs (10%). Regarding the type of company, a significant two-thirds of the participants are employed in manufacturing, and the remaining 70% work in the service sector. The monthly income distribution illustrates the diversity of the economy: 43% make between $30,000 and $40,000, 35% earn over $40,000, 9% earn between $20,000 and $30,000, and a smaller 4% earn up to $20,000. The study's findings will be enhanced and employee motivating factors will be examined in a more nuanced manner thanks to the diverse range of viewpoints and experiences that participants brought to the table. Scholars must to be cognizant of the potential biases that may arise from gender disparities and contemplate how the varied demographic attributes could impact the applicability of research findings.

Table 2: Shows the analysis of motivational factor on basis of demographic

Motivators	Mean	S.D.	Rank
Appreciation for work	2.75	.43289	3
Employee participation	2.56	.51035	7
Sympathetic help with personal problem	3.45	.57015	5
Interesting work	2.5	.49230	1
Opportunities for advancement and development	2.75	.45610	8
Loyalty to employee	3.50	.46875	2
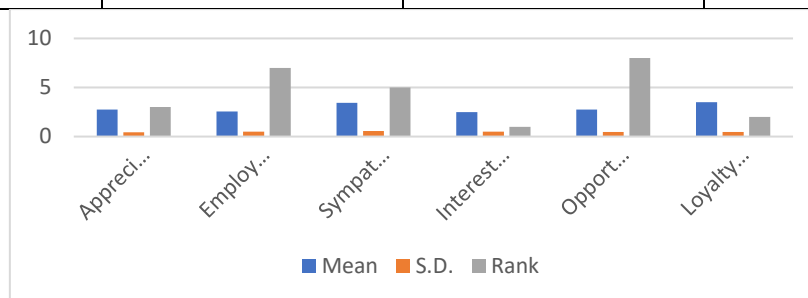
Figure2: Graphical Representation on analysis of motivational factor on basis of demographic

As shown by mean scores, standard deviations, and ranks, the data offers insightful information about the perceived importance of different motivators among participants. A mean score of 2.75 and a low standard deviation indicate that participants reach a modest degree of relevance for appreciation of work. Employee engagement is ranked seventh out of the mentioned variables, showing a lesser level of relevance than other factors, but being viewed as a somewhat influential motivator with a mean score of 2.56. Fifth place and a mean score of 3.45 indicate that sympathetic assistance with personal issues is a rather significant incentive. The results indicate that meaningful and engaging work is the most powerful motivator. It ranks highest with a mean score of 2.5 and a lower standard deviation, indicating consistent agreement across participants. While opportunities for growth and progress rank seventh and have a somewhat lower standard deviation than appreciation for work (2.75), they share the same mean score, indicating a more consistent opinion among respondents. Loyalty to the employer is regarded as a powerful motivation; it ranks second with a mean score of 3.50. The variables that employees prioritize and find most fascinating in their work surroundings are revealed by this nuanced interpretation, which also reveals the varying degrees of influence that different motivators carry.

Table 3: Gender Variations in Data on Motivational Factors

Parameter	Gender	Number	Average	S.D.	t-value
Factor of motivation	Male	69	3.7950	.25357	-2487
	Female	25	3.9275	21910	

5 Conclusion

Ultimately, this research makes a substantial contribution to the current conversation on the complex interplay between worker motivation and creative work practices in small and medium-sized businesses (SMEs). Employee motivation and performance were found to positively correlate with each of the three sub-dimensions

under investigation—idea formulation, promotion, and realization. Crucially, the investigation examined the moderating impacts of personality attributes, particularly conscientiousness and openness to new things, on the relationship between worker motivation and output. The findings showed that openness to experience influenced idea formation, promotion, and concept realization and had a dominant role in all sub-dimensions. On the relationship between employee motivation and performance, conscientiousness did not, however, show a moderating influence.

The importance of developing encouraging work environments in SMEs that promote employee engagement is shown by these findings. The findings of the study indicate that employee motivation has a beneficial effect on discretionary performance, especially when it comes to creative 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. Organizations should concentrate on developing a culture that fosters curiosity, creativity, and exploration in light of the critical role that openness to experience plays in encouraging innovative work behaviours. Conscientiousness may not be a direct moderator of the motivation-performance relationship, but comprehending its subtleties is nevertheless essential for an all-encompassing approach to staff management. In summary, this study illuminates the complex interactions among innovative work practices, personality attributes, and employee motivation in small and medium-sized enterprises (SMEs). These observations provide insightful advice for researchers and practitioners who want to improve organizational performance and foster innovation in small and medium-sized businesses.

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