

Study of the Organizational Motivation and Turn over Intention of the Employees of Farm Industry

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Abstract

Employee turnover is being witnessed in every organization in response to changes in global competitiveness and advancement in technology. As a result, employee turnover has been attributed to workplace conditions that appear to cause employees to leave individual workplaces or the profession altogether, as opposed to focusing on factors associated with employees who transfer or quit. It is against this reason that this research was undertaken to assess the perceived factors affecting employee turnover in Sonalika tractors industry in Meerut, UP, India. The study was guided by one general objective and three specific objectives: To establish how employee participation, job satisfaction and employee motivation influence employee turnover in KTDA. Descriptive and explanatory research designs were adopted with staff being the target population. Random sampling and purposive sampling technique were used to select a sample size from at least 30% of the target population as respondents for the study between January 2015 and May 2015. Document analysis and self administered questionnaires were used as data collection instruments. The questionnaires were pre-tested for validity and reliability in a factory in a neighboring Sub-County to avoid respondent contamination. Data was analyzed both quantitatively and qualitatively. Data was analyzed using descriptive statistics mainly standard deviation and inferential statistics, specifically correlation at $\alpha=0.05$ significance level to determine the direction and nature of association between independent variables and dependent variables. The results were tabulated using frequency distribution tables. Findings from this study established a strong negative correlation between the independent variables and depended variables. This will assist KTDA managers and other stakeholders on how to retain their staff for better performance because if proper action is taken on employee turnover, the performance among employees will be enhanced which in turn may increase productivity of the organization.

Keywords: Organizational Commitment, Turnover Intention, Sonalika Tractors, Farm Industry, Meerut.

Introduction

The Today India's gross cropped area is next only to United States of America and Russia and along with fragmented land holdings which has helped the country to become the largest Tractor Market in the world. But it drops to eight position in terms of total Tractor in use in the country when compared to international figures, only 3% of total tractors used all over the world . It is to be noted that while the overall automobile industry is facing recession the tractor industry is growing at 9%. About 20% of world tractor production is carried out in our country only. The tractors between the 31-40 horse power and 31-40 hp range dominate the market .The reason for medium horse power tractors being more popular are that the major tractor demanding states like Punjab, Haryana and Uttar Pradesh have plenty of alluvial soil which does not require deep tilling. Lately it is visualized that higher hp segment has the maximum growth potential. Higher HP tractors will be the future requirement with the

government intention to encourage contract farming through the leasing in and leasing out of farm lands (Jain, 2006).

agriculture and up to 1960, the demand was met entirely through imports. In 1951 there were 8,500 tractors in use, 20,000 in 1955 and 37,000 by 1960. Local production began with five manufacturers in 1961 producing a total of 880 units per year. Eicher, Gujarat Tractors, SONALIKA, Escorts, M&M are the major tractor manufacturers. During 1965 this had increased to over 5000 units per year and the total in use had risen to over 52000. In the year 1970 annual production had exceeded 20000 units with over 146000 units working in the country. From 1971 to 1980 six new manufacturers were well established during this period although three companies (Kirloskar Tractors, Harsha Tractors and Pittie Tractors) did not survive. Escorts Ltd began local manufacture of Ford tractors in 1971 in collaboration with Ford, UK. Others were HMT and PTL (SWARAJ) Total production climbed steadily to 33000 in 1975 reaching 71000 by 1980 (Tractor1, 2013).

Motivation is a process, which accounts for an individual's intensity, direction and persistency of efforts towards attaining a goal. This is one of the most frequently researched topics in Organizational Behaviour. We can call motivation as a fluid subject and therefore there is a necessity to motivate employees continuously with more innovative ways time on. Therefore, history tells us development of several motivation theories. Perhaps each one of them has a background or an environment in which it has been successful under the circumstances.

Motivation is one of the issues that have been debated in every field today. Answers have been searched for questions such as "What is motivation?", "How does one get motivated?", "What should be done to increase motivation?" Motivation basically has two dimensions (Anonymous I, 2010), one being "making employees work better, more efficiently and effectively" from the point of view of managers, the other being "enabling employees to do their jobs in the best way with enjoyment and desire" from the point of view of employees. In fact, the aim of all is the same: to maintain employees' effectiveness, efficiency and happiness in doing their jobs. Job satisfaction describes how content an individual is with his or her job.

Job satisfaction is a very important attribute which is frequently measured by organizations (Anonymous 2010). Job satisfaction is one of the most researched topics in the field of organisational behaviour (Bahadur and Gurpreet, 2007; Al and Hussami, 2008). "Managers, supervisors, human resource specialists, employees, and citizens in general are concerned with ways of improving job satisfaction" (Cranny, Smith and Stone, 1992). Judge, Hanisch, and Drankoski (1995) supported the submission of Cranny et al., by advising that it was imperative for human resource managers "to be

Indian Tractor Industry developed in 1945 to 1960 because of the War surplus tractors and bulldozers were imported for land reclamation and cultivation in mid 1940's. In 1947 Central and State Tractor Organizations were set up to develop and promote the supply and use of tractors in aware of those aspects within an organization that might impact most employees' job satisfaction, and to enhance these aspects because, in the long run, the results will be fruitful for both the organization and the employee".

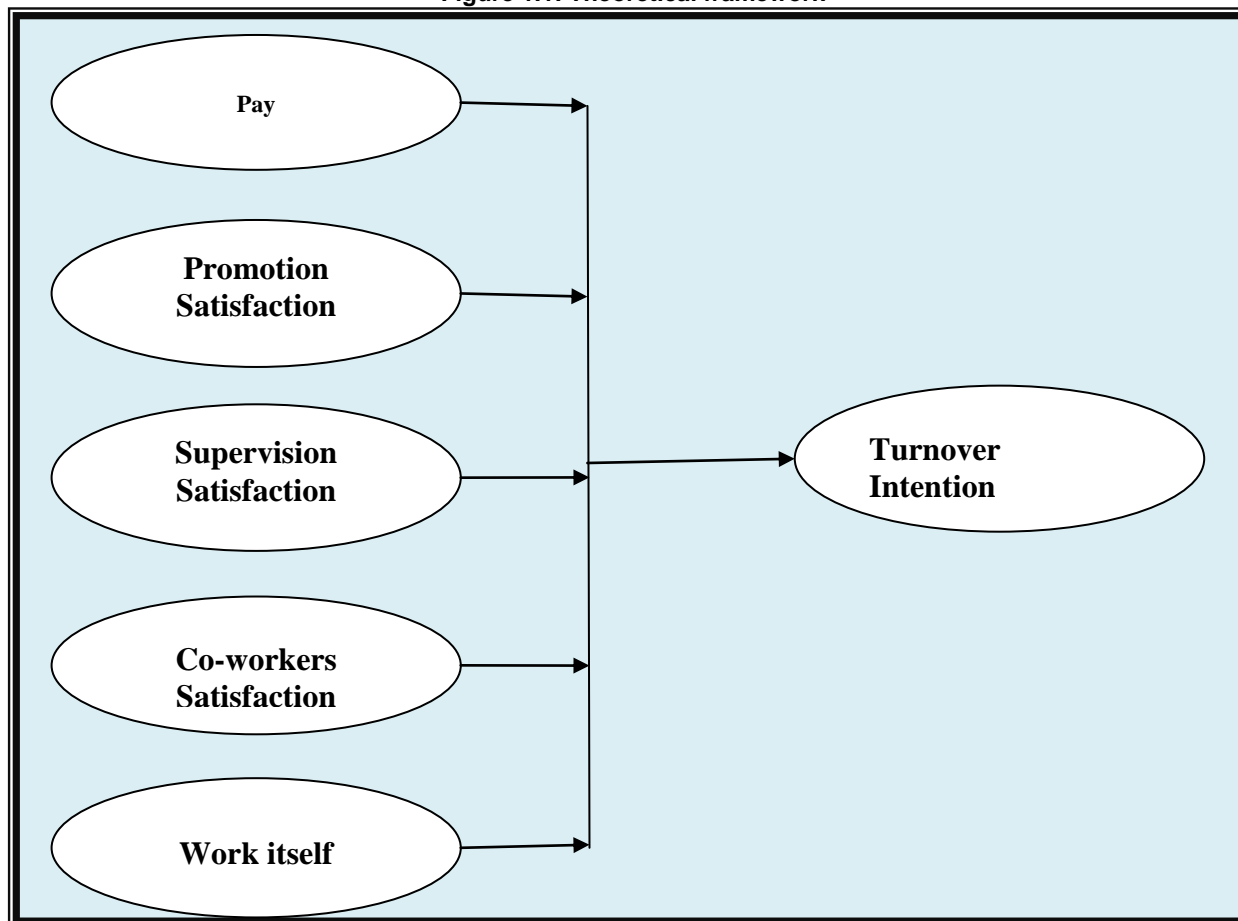
Turnover Intention

Turnover intention is a serious issue especially today in which employee leaves the organization or organization fired them. Turnover intention is the organization's employees plan to leave their jobs or to fire the employees. Turnover intention can be either voluntary or involuntary. In voluntary turnover, employee leaves the organization willingly. It occurs when the employee have an alternative best opportunity. While involuntary turnover intention occurs when organization isn't satisfied with an employee performance and makes decision to fire him. Every organization faces turnover of employees, some of them leaves the organization voluntarily while the organizations discharge some of their employees from the organization. All kind of turnover incurs cost of replacement of those separators, recruitment, selection etc. Studying the behavior of employees who quit their organization is turnover analysis of employees.

The organizations can reduce turnover rate but they cannot reduce it to 0%, high turnover rates are not good for the organization so, the organizations try to retain their employees and save their cost. When the employees are not satisfied with their jobs and organizations do have not trust in their employees the employee's intention towards turn over will be greater, they will leave the organization and the duration of their job will be smaller (Jeffrey, 2007). Turnover is of two types voluntary turnover and involuntary turnover, when employer fire the employees it is said to be involuntary turnover and when the employees quit their job by their willingness it is called involuntary turnover. (Dess and shaw 2001). According to (Staw 1980) Turnover have both positive and negative effects on the organization.

The organization has to pay a heavy cost of replacement of employees as a negative consequence; the organization has to pay a big portion of its time to recruiting and selecting activities which will increase the administration's responsibilities. According to (riley, 2006) Employees worker interdependently in an organization, quitting of some of the employees Effect the efficiency of the remaining employees. It is good for the organization to fire. The employees who are not productive and replace them with the productive one's which will increase the human capital and the new one's will bring innovative ideas and solutions. According to (Grobler et al, 2005) to reduce conflicts and bring change and innovation to the organization minor turnover is healthy for the organization.

Figure 1.1: Theoretical framework



Materials And Methods

The main objective of this study was to study effects of job satisfaction on employee's motivation & turnover intentions in farm machinery sector. To explore employees' level of job satisfaction components in the farm industry in the industrial city of Uttar Pradesh that is Meerut, few independent variables were considered. In order to reach the research's aim, first identified Job satisfaction's components of employees, then investigated which of these components have an emphasized manifestation and if this manifestation depends on a series of independent variables like age, education level, gender, work experience, department.

For this purpose SONALIKA Tractor manufacturer was selected from Meerut city. From selected industry 200 employees participated in the study. Care was taken that the respondents were from each level of position, namely junior staff and senior managers (Marketing and manufacturing managers).

Sampling Plan

Three stage stratified random sampling has been used to draw the sample of respondents from selected farm industry. Care was taken that each department of the tractor industry was represented in the sample. A total of 200 respondents were selected

to participate in the study. Details of the sampling plan are given in Table 1.

Table 1: Sample plan of The Research

Respondents (200)		Junior staff (160)	Managers (40)
Position	Staff	80	
	Technician	60	
	Shift leader	20	
	Marketing manager		20
	Workshop manager		10
	Top manager		10

Selection of the respondents

To make the sample representative respondents were selected from each department and care was taken that each rank in the respective departments was duly represented. Thus the survey was conducted with the help of well designed questionnaire which have 40 questions prepared for this purpose. The data was also gathered by personnel interviews of the hotel employees.

Data Collection

The data are collected from different departments of Sonalika tractors(ITL) of the Meerut city by collecting information from the employees by the interview method and also with the help of questionnaire. The researchers used a job satisfaction and motivation instrument for junior staff employees, and for senior managers a leadership style instrument was also used to determine their management style. The job satisfaction and turnover intention questionnaire contained 30 statements based on job facets adapted from the job satisfaction survey and turnover intention (JSS-TI). The content of these statements was modified slightly by the researchers to make them more appropriate for participants. The job satisfaction instrument described nine job facets, measured by four statements each, namely: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work, and communication. The leadership style questionnaire was adapted from the leadership style survey, originally consisting of 20 statements about the three leadership styles - autocratic, democratic, and laissez-faire - measured by seven statements each. The collection of the data takes place by following:

Primary Sources**Interview**

It is a conversation carried out with a definite aim of obtaining certain information. Interview was designed to gather valid and reliable information through the responses of the interviewee to a planned sequence of questions. Interview took both structured and unstructured forms. That is though content and the procedure involved were designed in advance

there were instances where follow up questions not planned for were asked for further clarification.

Questionnaire

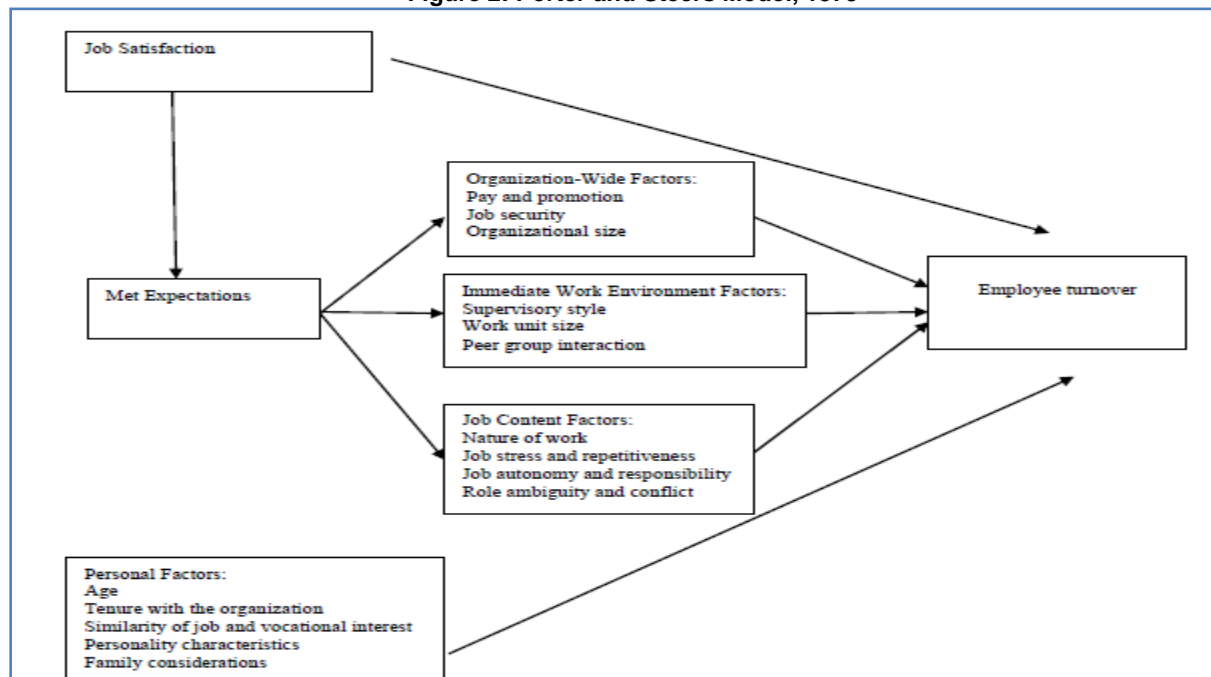
Questionnaires are made of by pilot study of the tractor industry by different old records of them by other researches, different articles on them and by personal sighting observation of the industry. This took the form of a list of questions given to respondents to answer with the rational of getting data on the topic under study. The questions in the questionnaire took two forms; open ended questions and close ended questions. The close ended questions offered a set of alternative answers from which the respondents were asked to choose the one that most closely represents their view. The open ended questions on the other hand were not followed by any kind of choice. With this, the respondents' answers were recorded in full. The respondents again answered the questions the way he or she understood them.

Development of the Questionnaire

The items of the questionnaire were developed with help of review of literatures related to the hospitality industry. After collection of the data for the questionnaire from the review, a list of questions was developed. Two items were rephrased for better understanding of the respondents and no items were deleted or added. The final questionnaire was thus developed.

For development of the questionnaire insights were taken from the following:

1. Porter and Steers Model, 1973; Mobley et al. (1979) and Chukwuba, 2015(Turnover Questionnaire)
2. Garca, 2010 (Job satisfaction questionnaire)

Figure 2: Porter and Steers Model, 1973**Personal Observation**

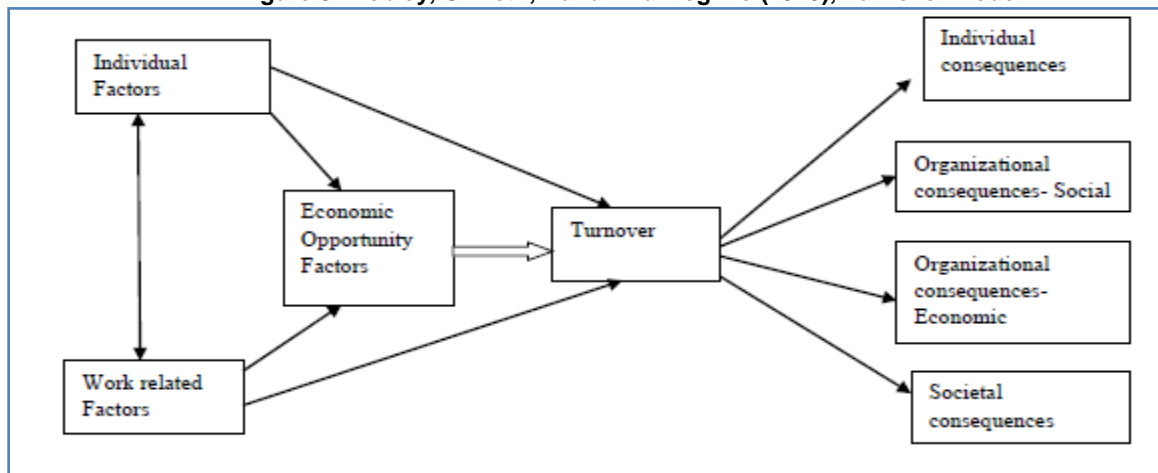
The researcher undertook personal observation through the environment of the farm

industry to examine the process of manufacturing, use of nature of procedure by different departments of the manufacturing employee, environment of the industry

workers and relationship between employer and employee and senior and junior employee. The researcher again visited the different department of

different hotels and observed that the nature of employment of them.

Figure 3: Mobley, Griffeth, Hand And Meglino (1979), Turnover Model



Secondary Sources

Secondary data is data collected for some other purposes, other than the research in question. Examples of sources of secondary data are encyclopedia, textbooks, magazines, journals, newspaper, internet, websites and articles.

The analysis of the data collected was done at the end of the data collection. The responses were classified and summarized on the basis of the information provided by the respondents. The analysis

was done using both qualitative and quantitative tools. With the quantitative tools, the current version of Statistical Product and Services Solution (SPSS) data analysis program, Microsoft excel, absolute figures, tables, percentages, and statistical tools such as graphs, charts, maps, diagrams were used, whereas qualitative made use of descriptions, analysis of feedback from interview. The data collected from the employees of all the 20 hotels of the Noida city has been analyzed by Cronbach's alpha (α).

Table 2: Demographic Variables of The Farm Industry Employees

Sr. No.	Variables		Junior staff (160)	Managers (40)
1	Gender	Male	120	30
		Female	40	10
2	Age	≤ 25 years	40	-
		26-35 years	40	10
		36-45 years	40	10
		46-55 years	30	10
		≥ 56 years	10	10
3	Education	10 th standard	10	-
		12 th standard/Diploma	40	-
		Under Graduate	60	10
		Post Graduate	50	30
4	Tenure	≤ 1 years	40	5
		2- 4 years	60	15
		5-7 years	40	15
		≥ 8 years	20	5
5	Position	Staff	80	
		Technician	60	
		Shift leader	20	
		Marketing manager		20
		Workshop manager		10
		Top manager		10

Cronbach's alpha (α)

Coefficient alpha is an appropriate reliability estimator for *composite* measures containing multiple components. A component may be a test item, a judge, a Thematic Apperception Test (TAT) card, a survey question, a subtest, or a test that is being combined into a composite test battery. Multiple components may be homogeneous in the sense of measuring a single latent variable, or they may be

heterogeneous in the sense of measuring two or more factors or latent variables. Because of coefficient alpha's flexibility, its use is ubiquitous in most areas of psychology as well as in many other disciplines.

Internal Consistency of the Instruments

Internal consistency tests were conducted on both instruments. The results indicated an overall Cronbach's Alpha of 0.824 for the leadership style instrument and 0.946 and 0.885 for the job

satisfaction and turnover intention instrument respectively. The subscales of the two instruments also show good reliability achieving scores above the accepted level of 0.6 (De Vellis, 1991). The details of these results are shown in Table 3.

Coefficient alpha may be computed using variance components but is ordinarily computed by the following equation:

$$\alpha = \frac{n}{(n-1)} \left(1 - \frac{\sum V_i}{V_t}\right) \quad (1)$$

Table 3: Internal Consistency of the Instruments

Variable	N (Number of participant)	Number of statements	Cronbach's Alpha
Overall management style	200	21	0.8243
Autocratic style	200	7	0.7324
Democratic style	200	7	0.7087
Laissez –faire style	200	7	0.6544
Overall job satisfaction and Turnover intention	200	36	0.9463
Pay	200	4	0.7347
Promotion	200	4	0.8078
Supervision	200	4	0.7548
Fringe benefits	200	4	0.7069
Contingent rewards	200	4	0.6426
Operating conditions	200	4	0.8087
Co-workers	200	4	0.7476
Nature of work	200	4	0.8185
Communication	200	4	0.7346

Results and Discussion

Main thing which generated the value of turnover towards the organization was the turnover motivational things by the organization. These motivational things motivated the employee of the industry towards the organizational turnover. The analysis of the motivational tools was explained below.

Turnover Motivation by ridge salary

After the observation of the questionnaire and collected data it found that if the salary of the employee was not good and time to time it did not incremented and also given no or little bonuses in a year then it was most important motivational things for

Where V_i is the variance of test score and V_t is the variance of the i^{th} component and the total score on the test is the sum of the n component scores. It is important to note that coefficient alpha can be computed on the n components of a measure, the n components grouped into split halves, or the n components grouped into three or more parts. In these entire applications coefficient alpha is still a lower bound to the true reliability.

the employee of any industry for turnover intention. The observation of the salary motivation is given below in the table 4.8.

After the observation of the table it was found that the turnover intention value of the employees would be decreased due to bonus and frequent increment in the salary. Junior staffs were work on low salary only due to their unemployment otherwise they want to switch their job for higher salary. But when an organization motivated their employees by giving some bonus and also given some increment in the salary then the employee's turnover intention would be more reduced towards the organization.

Table 4: Effect of Salary as Motivation For Turnover Intention For All Employees

Sr. No.	Dimension	Turnover intention (200)	Percentage
1	Low salary	185	92.5
2	Low salary + bonus	147	73.5
3	Low salary + bonus+ frequent increment	107	53.5
4	Medium salary	123	61.5
5	Medium salary+ bonus	84	42
6	Medium salary+ bonus+ frequent increment	48	24
7	High salary	53	26.5
8	High salary+ bonus	30	15
9	High salary+ bonus+ frequent increment	12	6

Motivation by less promotion

Organization could motivate their employees by giving frequent promotion to them for their good work and decreases their turnover intention towards

organization. The observation of the data is given below in the table 4.10 and the variations are shown in the figure 4.20.

Table 5: Effect of Less Promotion as Motivation For Turnover Intention For All Employees

Sr. No.	Dimension	Commitment (200)	Percentage
1	No promotion	184	92
2	Late promotion	148	74
3	Moderate promotion	63	31.5

4	Promotion on time	43	21.5
5	Frequent promotion	28	14

Motivation by job rotation

Organization could motivate their employees by giving job rotation to them for reduction of frustration of single work and decreases their turnover

intention towards organization. The observation of the data is given below in the table 4.12 and the variations are shown in the figure 4.21.

Table 6: Effect of job rotation as motivation for commitment (for all employees)

Sr. No.	Dimension	Commitment (200)	Percentage
1	No rotation of jobs	125	62.5
2	Very less Job rotation	93	46.5
3	Medium job rotation	44	22
4	Good job rotation	22	11

Interpersonal relationship between seniors and juniors

The working environment is much affected on the satisfaction and commitment of the employee of any organization. So if the relationship between junior and senior of an organization is positive then the working environment would be improved and the job satisfaction and commitment towards the organization would be also improve. After the observation of the collected data from the different farm industries of the Meerut city it found that if the relationship between bosses and the juniors has bad relation means autocratic environment then

employees were tends to the non commitment towards that organization. But if the relationship was like democratic and junior employees were eligible to participate in each decision of the working of the organization then employees were more committed towards organization. From the observed data it was clear that when no relationship or less relation then only 13.5% employees were committed towards the organization but when excellent relationship was there in the organization then this was Up to 78.5 %.

Table 7: Effect of Relationship as Motivation for Commitment (For All Employees)

Sr. No.	Dimension	Commitment (400)	Percentage
1	No relation	55	13.5
2	Minor relation	95	23.5
3	Senior ready to make good relation	145	36.25
4	Excellent relationship	315	78.75

The job rotation of the employees was defined by four parameters those were employees were worked for same time and same shift (no rotation of job), the job rotation was take place after long time (more than 8 years) (Less Job rotation), the

job rotation of the employees were take place in the time between 4 to 8 years (medium job rotation) and it takes place in less than 4 years was called good job rotation.

Table 8: Measures of Low, Medium, High Job Rotation

Sr.No.	Standard	Salary
1.	Less job rotation	>8years
2.	Medium job rotation	4 to 8 years
3.	Good job rotation	< 4 years

(Source: Carmen Claudia ARUŞTEI, 2013; Employees' Organizational Commitment Challenges -a Farm industry Industry Perspective)

Organizational turnover intention of Junior staff**Table 9: Organizational Turnover Intention of Front Line Employee**

Sr. No.	Dimension	Junior staff (140)	Percentage
1	Affective turnover intention	35	14.58
2	Normative turnover intention	50	20.83
3	Continuance turnover intention	45	18.75
4	Negative turnover intention	110	45.83
5	Organizational turnover intention	130	54.17

Table 10: Organizational Turnover Intention of Managers

Sr. No.	Dimension	Managers (160)	Percentage
1	Affective turnover intention	45	28.13
2	Normative turnover intention	40	25
3	Continuance turnover intention	65	40.63
4	Negative turnover intention	10	6.25

5	Organizational turnover intention	160	93.75
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Looking first at age, the results show that the highest mean for the autocratic style was 3.834 in the 36-45 age groups, for the democratic style were 3.894 in the same age group, but for the laissez-faire style were 4.1 in the 46-55 age groups. The 26-35 age groups had the lowest means (3.032, 3.52 and 3.35 in autocratic, democratic, and laissez-faire styles respectively). Further Post-hoc test indicated that there were significant differences between age groups in the autocratic style only: (26-35, and 36-45). This suggests that the 36-45 age groups had the highest preference for the autocratic style of any age group but still lower than their preference for the democratic style which was more evenly distributed across age groups.

Turning to tenure, the means for managers with 8 years or more service were 3.725 for autocratic, 4.126 for democratic and 3.86 for laissez faire, being the highest means of any group. The lowest mean for autocratic was for managers with 2-4 years of service (2.856), and the lowest means in the democratic and laissez faire styles were managers with one year or less of service (3.524), (3.545) respectively. The pattern here is complex. Managers with one year or less service showed less preference for both democratic and laissez faire styles favouring the autocratic style. Managers with 2-4 years service show a reduced preference for autocratic and a move to democratic and laissez faire. Managers with 5-7 years service are balanced across all three styles, while those with 8 years or more service show a strong preference for democratic and to a less extent laissez faire styles. This pattern is clearly supported by the post hoc analysis.

Looking now at managerial level, again the result show a complex but interesting pattern. Top managers score the highest on all three styles – autocratic 3.85, democratic 4.12 and laissez faire 4.15. First line managers score the lowest on all three styles. Looking at the differences between groups through post hoc analysis, first line managers consistently show a lower score on all three styles compared to middle and top managers. Middle managers and top managers show no significant difference on all three styles. The suggestion here is that first line managers have not fully developed their managerial style preferences and are keeping their options open or that their position does not allow them to fully exploit the styles due to power differences.

Conclusions

Based on the findings of this study, the following conclusions are drawn. The variables examined under job satisfaction produced significant results. They have significant effect on turnover intention of the respondents. The variables can serve as useful administrative tools that can further enhance the productivity of the industry personnel. It also reveals a relationship between turnover intentions, job satisfaction. The study also reveals that farm industry personnel in SONALIKA are motivated although the level of motivation is not very high. On job satisfaction, majority of the respondents are undecided about the level of job satisfaction in

SONALIKA industry. This shows that there is still need for improvement in their conditions of service. Lastly, on the turnover intentions of farm industry personnel in SONALIKA, a large number of them would quit if they have opportunities for better pay in similar organisations while they are also not fulfilled about their life expectations with their present employers. Based on the results, there is a correlation between turnover intentions, job motivation and job satisfaction of farm industry personnel. Turnover intentions of the farm industry personnel are high but there is still need for improvement. Farm industry personnel in SONALIKA industry are not well satisfied.

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