

EMPLOYEE MOTIVATION-SHARPENING THE EDGE OF EMPLOYEE SATISFACTION

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ABSTRACT

Employees are the key potential asset of any organization. Their motivation and satisfaction are the key driving force of any organization. *According to Bob Nelson, "An employee's motivation is a direct result of the sum of interactions with his or her manager."* The basic aim of this paper is to analyze the factors affecting the employees' motivation in banking sector with respect to gender and with respect to banks based on David McClelland theory i.e. need for power, need for achievement and need for affiliation. A descriptive survey design has been selected for this study. The instrument used in this study is the David McClelland Motives Questionnaire which was distributed among a sample of 50 employees working in banking sector comprising of 25 public sector and 25 private sector employees in Burdwan region. Secondly, out of 50, 25 are female and 25 are male respondents. Minitab Software 17 is used to analyze the data statistically. The t-test was used to analyze the data. The findings of the study point to the fact that with respect to need for power, achievement & affiliation there is no significant difference between Female and Male employees in banks. Similarly with respect to need for power, achievement and affiliation, there is no significant difference between private and public sector bank employees. The graphical representation of the data represents that irrespective of the type of bank, 60% of female employees opined for the need for power, whereas, 44 % of male

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employees are in for the need for power, 28 % of female employees working for the need for achievement whereas 32 % of male employees working for the need for achievement and 12% of female employees working for the need for affiliation whereas 24% of male employees working for the need for affiliation. In Private sector banks 56% of employees working for the need for power, 32% of employees working for the need for achievement and 12 % of employees working for the need for affiliation. In Public Sector banks, 48% of employees working for the need for power, 24% of employees working for the need for achievement and 28 % of employees working for the need for affiliation. A model “MANGROVE” has been designed to support employee motivation in an organization which focuses on eight aspects i.e. Mentoring employees to work in turbulent environment, Alleviate self-esteem of Employees, Nourishing employees with sound compensation package, Goal – Setting in collaboration with employees, Rewarding the employees’ performance, Opportunities for Career Development of employees, Visualizing the employees’ about the company’s goals and mission and lastly Empowering the employees.

Keywords: Motivation, Power, Achievement, Affiliation, MANGROVE.

Introduction

There is a old saying that we can take a horse to a pool to drink water but we cannot force him to drink water unless and until he is thirsty and motivated to drink water, same thing happens with employees also. In today’s highly competitive market, organisation cannot force an employee to do work, but motivate him or her to do work. Motivating an employee is a critical job as human motives differ from person to person. Three stone-cutters were engaged in erecting a temple. As usual a H.R.D. Consultant asked them what they were doing. The response of the three workers to this innocent-looking question is illuminating. 'I am a poor man. I have to maintain my family. I am making a living here,' said the first stone-cutter with a dejected face. 'Well, I work because I want to show that I am the best stone-cutter in the country,' said the second one with a sense of pride. 'Oh, I want to build the most beautiful temple in the country,' said the third one with a visionary gleam. This story emphasis that the work is same for the three stone-cutters but the motives behind their work is different. Dr. Jan Garrett remarked in his article “When a desire or wish is effective in moving us to action, it is possible to say that we are motivated by it. Motive appears to be little more than a renaming of desire or wish in those cases in which desire or wish

is effective in moving us to act.”Thus motivation act as a catalyst in employees to achieve company’s goal. Motivation in the workplace is hard to find and difficult to keep. To motivate an employee it is very essential to investigate what are the underlying motives for which the employee is working in the organisation. A 1988 study showed that eighty –six percent of organizations struggled with attracting new employees and fifty – eight percent of those organizations expressed challenges with regard to retaining current employees (Ramlall,52).There always exists a gap between employees’ actual state of behaviour and desired state of behaviour.”Motivation” is the key tool to reduce this gap and the top management should effectively use this tool to enhance organizational performance. Burrell Lee Wilks defined “Employee motivation is a reflection of the level of energy, commitment, and creativity that a company’s workers bring to their jobs.” Employee motivation shall be defined by Robbins (as cited in Ramlall, 2004) as: “the willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need.” The "Hawthorne effect" refers to improvements in worker productivity or quality carried out at Western Electric's Hawthorne plant during the late 1920s validated the idea that people are motivated by additional factors rather than by purely economic factors.

Theoretical Background.

The concept of “Motivation” is backed by several theories. The term *motivation* is derived from the Latin word *movere*, meaning "to move." The Theories of Motivation basically deals with the processes that outlines why and how human behaviour is stimulated. The Earlier theories of motivation focused on instincts. Some of them suggested that human beings are planned to behave in particular ways depending on the type of behavioural instincts they face. Some of the psychologists considered inner drives as a major source of motivation in human beings . Based on the different types of views of different scholars hold, the theories of motivation has been broadly classified into the content theories of motivation and the process theories of motivation. Content theories of motivation basically focus on internal drives of an individual that compels an individual to act or behave in a certain way towards the fulfilment of his/her individual goals. Content theories of Motivation comprises of Maslow's hierarchy of needs theory , Alderfer's ERG theory, Herzberg's motivator-hygiene theory, and McClelland's learned needs or three-needs theory. Process theories of motivation basically deal with human cognitive behaviour as a

major source of motivation in an individual. Process theories include expectancy theory, equity theory, goal-setting theory, and reinforcement theory. These theories of motivation have a great implication on employee motivation. Each and every employee in an organization is surrounded by several physical, physiological, emotional and intellectual factors towards which he or she finds motivating. It is the responsibility of the employer to map each and every employee according to their specific factor of motivation. Some employees are motivated by tangible awards whereas others are motivated by intangible awards. Chana Anderson (2010), CCP, SPHR-CA, director of HR and a member of the SHRM Employee Relations Special Expertise Panel, says that motivation is influenced equally by the employee and the company: "Motivation and engagement is truly a 50-50 relationship between the employee and employer. Robert Bosch, founder of the world's largest automobile parts supplier, said, "I do not pay good wages because I have a lot of money; I have a lot of money because I pay good wages."In order to value productive employee, employer should pay them according to their skill and ability in order to motivate them. On the other hand it has been rightly remarked by William James that "The deepest desire in human nature is to be appreciated" that is simply paying handsome money to a productive employee does not motivate him or her, every employee desires his or her performance is appreciated and recognized.

Rajeswari Devadass (2011) emphasis that employee motivation is an individual and a transactional process. Different employees have different determinants of motivation. In the context of employees' motivation, there is a complex combination of factors which has individual, organizational, and societal components.

Kelli Burton (2012) remarked that managers are the resources for employees and they should make sure that their work environment is pleasant and desirable. This will help the productivity and improvement of their employees. If the above suggestions are implemented properly, managers will have a fully motivated team.

Richard E. Clark (2003) emphasized three motivational "push points" in order to build realistic levels of self-confidence, positive emotion and effective personal values for work tasks. They are: Help people develop self-confidence in their work skills, create a positive emotional

environment at work, and Support the development of strong personal values for performance goals.

Lydia Banks (1997) highlighted in the article “Motivation in the Workplace: Inspiring Your Employees” that managers should follow four principles to create motivation in the workplace i.e. Create a workplace that helps employees satisfy psychological needs as well as the need for income, Set clear goals for employee performance, Encourage good performance through rewards and reinforcement, Maintain open communication with all employees.

Mohammad Kamal Hossain, Anowar Hossain (2012) identified factors and indicators like work itself and environment, supervisor relations, company itself and matters, recognition, development and growth, pay and benefits that affect the employee's motivation working at KFC UK ltd and assess their motivation level. The findings suggested eleven reasons to work at KFC ,though, financial benefits such as salary and other fringe benefits do not receive as much of priority as nonfinancial benefits.

Catherine R.Johnson (2005) made an attempt to recognize motivators for different employment groups and their relationship to organizational commitment in the restaurant industry. All of the employees in this study felt that management loyalty was the most important motivating factor; secondly, intrinsic motivation factors were more important to non-tipped hourly employees; thirdly, gender had a strong influence in half of the motivating factors; fourthly, promotion and career development was found to be more important to non-tipped employees; lastly, overall mostly medium positive relationships were found between employee motivation and organizational commitment.

Kelli Burton (2012) emphasized from McKinsey Quarterly survey that non-financial motivators are more effective than the top rated financial motivators: praise from managers, attention from leaders, and the opportunity to lead projects (Dewhurst, Guthridge, and Mohr). Southwest Airlines is a burning example of a company that motivates their employees and has gotten a lot of recognition. In the article, “Southwest Airlines Employee Motivation”, it explains Southwest Airlines seven elements in employee motivation ("Southwest Airlines Employee Motivation").

The first is having a strong set of values. The second element is that the employees come first, which is clear in their mission statement as well. Third is rewards and recognition. The fourth element is the mission of the organization. The fifth element is the effective hiring process. The sixth element is distributed leadership, which means that there are strong leaders throughout the entire company. The last element is performance management to articulate the goals to all employees and keep the organization transparent

Said Kingira, Muammer Mescib (2010) studied four factors that affect hotel employees' motivation i.e. Social opportunities, Immaterial incentives, Responsibility and being appreciated, Team work.

Maryam T. Abbah (2014) emphasized that to enhance understanding of employee motivation; managers must recognize the imperativeness of employee motivation, its concepts, and differences in individual needs. Nigerian organizations must realize that employee motivation is the panacea for most organizational conflict, such as strikes, go-slow, grapevine etc. and it also serve as the key to effective organizational management. Therefore, employee input must be valued and included throughout in other to achieve effective organizational management.

Benjamin Balbuena Aguenza, Ahmad Puad Mat Som (2012) emphasized the factors that are important influencing employee retention are financial rewards, job characteristics, career development, recognition, management and work-life balance. Organization should provide with a number of strategies to increase employee retention such as: design an interesting employee value proposition; develop a total reward system that contains more than compensation; give constructive point of view on employee performance on regular basis; implement flexibility programs in terms of work-life balance; build a culture of engagement, develop and refine management skills to be effective, as it engages employees while driving improved performance at the same time (Neelman, 2012).

Bhumika Gupta, Jeayaram Subramanian (2014) conducted a study of a Construction Company in Vietnam to find the main factors affecting motivation amongst the employees of the company. The analysis results projected that training, workloads and salary were the principal factors that

affected motivation and it has also been observed that youngest employees are having more problems with the company. It is difficult for them to balance their personal goals and their needs with their workloads. Thus there are several researches conducted to investigate various factors affecting employee motivation in an organisation.

Research Methodology

As discussed above regarding the different theories and factors of motivation, the researcher has made an attempt to study the motivational needs among the employees working in private and public sector banks in Burdwan region based on David Clarence McClelland Achievement Motivation Theory (McClelland, 1958, 1961). David Clarence McClelland (1917-1998) was an American eminent social psychologist known for his outstanding work in motivation. His theory of motivation proposed that people are motivated to fulfill three types of needs: the **need for power**, the **need for achievement**, and the **need for affiliation**. The need for power is the drive to control, be responsible and have authority over others, and to influence others. The need to achieve is a drive to compete, meet high standards of excellence and succeed. The need for affiliation is a desire to create close personal relationships with others and avoid conflict. Lori L. Moore, Dustin K. Grabsch, Craig Rotter (2010) studied student motives for participating in a residential leadership learning community for incoming freshmen using McClelland's Achievement Motivation Theory categorized as the need for Achievement, the need for Power, the need for Affiliation, or any combination thereof. The findings projected that the need for Achievement and the need for Affiliation were more common motives for joining the voluntary, residential leadership learning community. Based on the above researches, the researcher has made an attempt to conduct a survey to test the motivational needs i.e. the need for Power, the need for Achievement and the need for Affiliation among the banking sector employees in Burdwan region. A descriptive survey design has been selected for this study. The instrument used in this study is the David McClelland Motives Questionnaire which was distributed among a sample of 50 employees working in banking sector comprising of 25 public sector and 25 private sector employees in Burdwan region. Secondly, out of 50, 25 are female and 25 are male respondents.

Research Objectives

- To study and compare the need for power, affiliation and achievement between female and male employees in private and public sector banks in Burdwan region.
- To study and compare the need for power, affiliation and achievement between private and public sector banks in Burdwan region.

Hypotheses

Ho1: There is no difference for the need for Power, Achievement and Affiliation between Female and Male Employees working in Private and Public sector banks.

Ha1: There is significant difference for the need for Power, Achievement and Affiliation between Female and Male Employees working in Private and Public sector banks.

Ho2: There is no difference for the need for Power, Achievement and Affiliation between Private and Public sector bank employees.

Ha2: There is significant difference for the need for Power, Achievement and Affiliation between Private and Public sector bank employees.

Data Analysis

Minitab Software 17 is used to analyze the data statistically. The t-test at 0.05 significance level has been tested to analyze the data. The analysis has been discussed below:

Table 1: Power Vis-à-vis Gender Differences

Gender	N	Mean	St.Dev	SE Mean	DF	t-value	p-value	
Female	25	7.76	1.3	0.26	48	1.231	0.22	Tabulated value of t (2.0086) > calculated value of t (1.231) and p>0.05.Null hypothesis is accepted
Male	25	7.28	1.43	0.29				

Interpretation: As stated above Null Hypothesis is accepted that implies there is no significant difference between female and male employees for the need for power.

Table 2: Achievement Vis-à-vis Gender Differences

Gender	N	Mean	St.Dev	SE Mean	DF	t-value	p-value	
Female	25	7.32	1.55	0.31	48	0.42	0.679	Tabulated value of t (2.0086) > calculated value of t (0.42) and p>0.05.Null hypothesis is accepted
Male	25	7.08	2.43	0.49				

Interpretation: As stated above Null Hypothesis is accepted that implies there is no significant difference between female and male employees for the need for achievement.

Table 3: Affiliation Vis-à-vis Gender Differences

Gender	N	Mean	St.Dev	SE Mean	DF	t-value	p-value	
Female	25	6.16	1.68	0.34	48	-0.32	0.753	Tabulated value of t (2.0086) > calculated value of t (-0.32) and p>0.05.Null hypothesis is accepted
Male	25	6.32	1.89	0.38				

Interpretation: As stated above Null Hypothesis is accepted that implies there is no significant difference between female and male employees for the need for affiliation.

Table 4: Power Vis-à-vis Private and Public Sector Bank Differences

Banks	N	Mean	St.Dev	SE Mean	DF	t-value	p-value	
Private	25	7.8	1.38	0.28	48	1.33	0.193	Tabulated value of t (2.0086) > calculated value of t (1.33) and p>0.05.Null hypothesis is accepted
Public	25	7.28	1.4	0.28				

Interpretation: As stated above Null Hypothesis is accepted that implies there is no significant difference between private and public sector bank employees for the need for power.

Table 5: Achievement Vis-à-vis Private and Public Sector Bank Differences

Banks	N	Mean	St.Dev	SE Mean	DF	t-value	p-value	
Private	25	7.12	2.33	0.47	48	-0.21	0.837	Tabulated value of t (2.0086) > calculated value of t (-0.21) and p>0.05.Null hypothesis is accepted
Public	25	7.24	1.71	0.34				

Interpretation: As stated above Null Hypothesis is accepted that implies there is no significant difference between private and public sector bank employees for the need for Achievement.

Table 6: Affiliation Vis-à-vis Private and Public Sector Bank Differences

Banks	N	Mean	St.Dev	SE Mean	DF	t-value	p-value	
Private	25	6	1.85	0.47	48	-0.846	0.402	Tabulated value of t (2.0086) > calculated value of t (-0.846) and p>0.05.Null hypothesis is accepted
Public	25	6.44	1.83	0.34				

Interpretation: As stated above Null Hypothesis is accepted that implies there is no significant difference between private and public sector bank employees for the need for Affiliation.

Table 6: Percentage Analysis based on Gender Differences

	Female	Male
Power	60%	44%
Achievement	28%	32%
Affiliation	12%	24%

The percentage analysis of the data represents that irrespective of the type of bank, 60% of female employees opined for the need for power, whereas, 44 % of male employees are in for the need for power, 28 % of female employees working for the need for achievement whereas 32 % of male employees working for the need for achievement and 12% of female employees working for the need for affiliation whereas 24% of male employees working for the need for affiliation.

Table 7: Percentage Analysis based on Private – Vs – Public Sector Bank**Differences**

	Private	Public
Power	56%	48%
Achievement	32%	24%
Affiliation	12%	28%

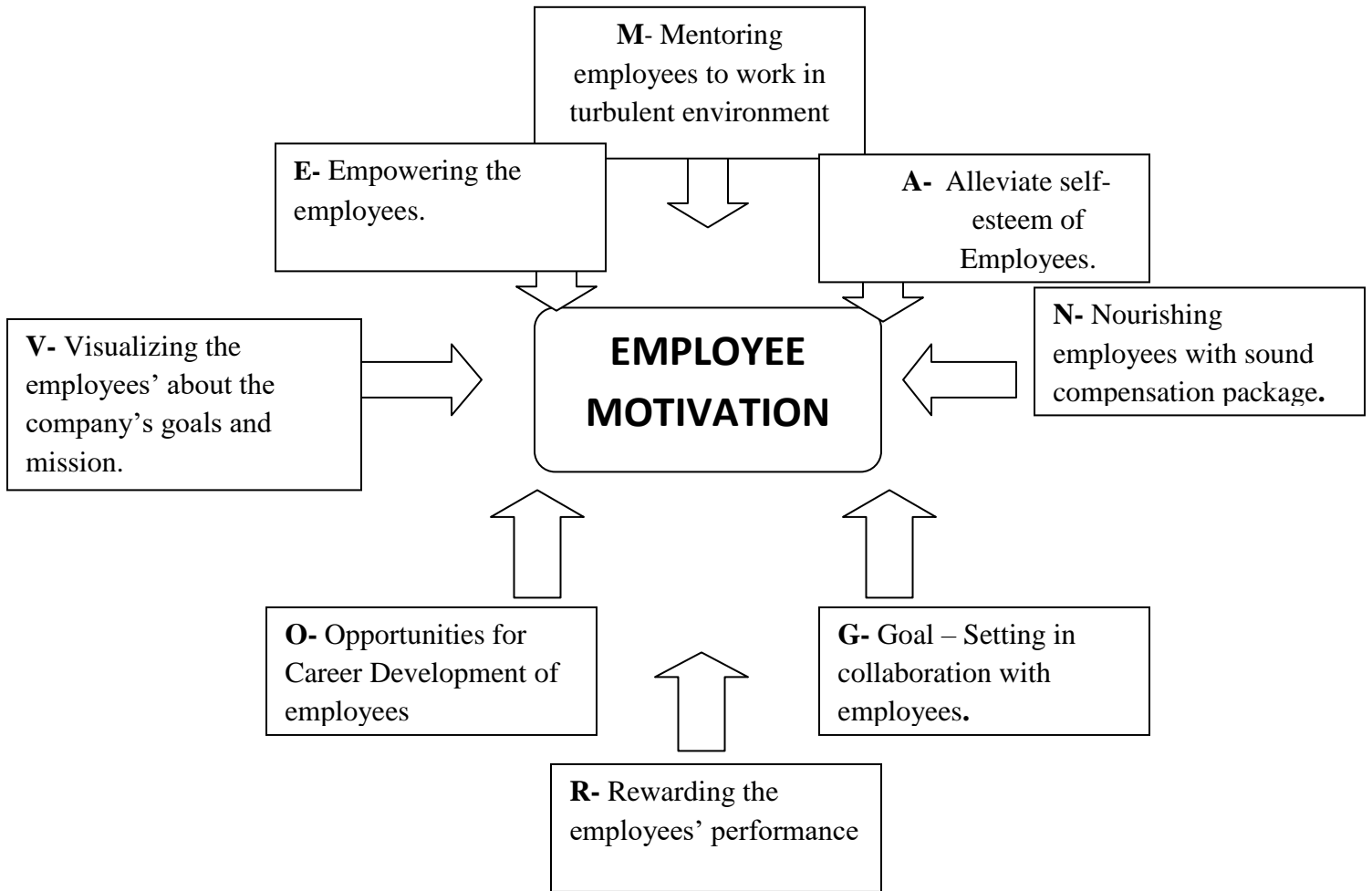
In Private sector banks 56% of employees working for the need for power, 32% of employees working for the need for achievement and 12 % of employees working for the need for affiliation. In Public Sector banks, 48% of employees working for the need for power, 24% of employees working for the need for achievement and 28 % of employees working for the need for affiliation.

Discussions

Thus it is cleared from the above findings that the need for power, achievement and affiliation is independent of gender differences and also independent of private and public sector bank differences. This study is co-relating with the study conducted by Mojtaba Raeisi, Navid Hadadi, Rasoul Faraji, Mir Hamid Salehian (2012) which suggested that the need for achievement, affiliation and power were respectively in the teachers motivational priorities and the order of the motivational priorities was not different in between two sexes. In McClelland research (1994) there was no observed significant difference in three priority needs between male and female managers that is parallel with the results of this study.

Model “MANGROVE” for Employee Motivation.

Based on various researches, the researcher has made an attempt to design a model “MANGROVE” to alleviate Employee Motivation in an organization. It is known that “MANGROVE” forests can withstand saline water and grow in it. Mangrove forests stabilize the coastline, reducing erosion from storm surges, currents, waves, and tides. Similarly, if an organization follow and implement this model “MANGROVE”, definitely organization will elevate employees’ motivation level and highly motivated employee will retain and promote the organization’s performance level during its critical time.



Conclusion

Thus Employee Motivation is the stepping of any organizational success. There is always a positive correlation between employers who value its Employee's motivation with business performance and organisation's productivity. It has also been revealed from the study that employee motivation based on McClelland theory of needs is free from gender bias and free from private and public sector banks distinction. The above research and Model "MANGROVE" provides a framework to top management to design their employee motivation model to enhance organizational effectiveness. Thus it has been rightly remarked by *Andrew Carnegie in early 1900s*,

"Take away my people, but leave my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory."

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