

Motivational Determinants and Their Effectiveness With Reference To Hermes Group, Pune

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ABSTRACT

Motivation is the driving force which initiates behaviour, directs behaviour, and sustains behaviour. It can be considered an extremely broad topic in psychology, (Martin. A. J., 2009) not only because of the scope of this definition, but also because there are a huge variety of behaviors to which the notion of motivation can be applied. For some behaviors, such as eating and drinking, motivation can be considered partly and perhaps primarily physiological. For other areas, including behavior at work, the role of physiological factors is likely to be much more limited. (Gay, 2000) Nevertheless, ideas from many different areas of psychology can be and have been used to analyze motivation at work. This is appropriate because people do not leave parts of their minds or bodies at home when they go to work. This research paper suggests that theories of motivation as with research in behavioral sense in general are useful for practicing managers and employees as they can sensitize managers to specific factor and process that can have an important bearing on the behavior of the people at work.

Keywords *Motivations, Determinants, Behavior, Psychology, Physiological factors*

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Introduction

Motivation is the driving force of our goals. The motivation is believed to be intrinsic or extrinsic. It is applied to both animals and to humans. This paper examines human motivation. A variety of psychological (Deci. E.L., 2005) theories suggest the origin of motivation are related to relief from physical pain, pleasure, specific needs and defense mechanisms. Motivation is distinct from both choice and optimism. Motivation is different from emotions. (Clancy. R. B., 2017)

Motivation is a theoretical construct that is used to explain human behavior. This is why people behave in the way they do. Motivation can refer to a cause to action or what causes a person to want to repeat a behavior or inaction. A purpose is what leads to particular actions or behaviors. In school, a student should eat for the needs of the body. (Ayman A.S. Almusaddari, 2018) Both involve self-awareness and awareness of the greater good. In this way motivation is a popular conception of humans.

2. MOTIVATION

Motivation is provided for the act of action. To be trustworthy. This is motivation. something that raises the spirit. (Dernovsek, 2008) Motivation has been defined in

multiple ways and by various authors. A motivation is defined as "psychological forces that determine one's behavior, level of effort, and level of persistence of the obstacles." Motivation describes the reasons people act, either positively or negatively, in response to stimuli. (Gay, 2000)

3. OBJECTIVES

In Indian Industries the problem of motivation is one of the most important area of research. Keeping this in view, it is necessary to study the motivational aspects in the organization. Therefore, the purpose of this research study at "HERMES GROUP"- Pune, to identify the various factors which are responsible for motivation of the employees.

Hence the title of research paper is 'Motivational Determinants and their Effectiveness' at Hermes Group – That is to find out the various factors; financial or non-financial; which are responsible for motivational level of the employees and the degree of their impact on the different categories of workers (Rayn, 2017)i.e., the blue-collar and white-collar workers.

- The objective of the study is to determine and understand the blue-collar and white-collar workers' priorities and preferences for various motivational factors.
- To understand the discrepancies existing in the system.
- To determine factors that help in achieving maximum productivity in the organization.
- To study the ways to make general as well as staff workers creative and enthusiastic about their work and jobs.
- To determine the motivational factors that contribute in the better performance of the workers.

4. RESEARCH METHODOLOGY

a) **Research Methodology adopted** by the researcher - **Population:** 327, **Sampling type:** Stratified sampling, **Sample size:** 145+47=192

1. Blue collar workers: 145, 2. White collar employees: 47, **Questionnaire type:** open ended and close ended.

b) HYPOTHESIS:

1. Motivational factors play a very important role in achieving organizational effectiveness.
2. Financial as well as non-financial determinants both hold equal importance and contribute to act as strong motivational forces.

5. REVIEW OF LITERATURE.

Intrinsic motivation is definitely an area of interest (Rayn, 2017) The level of research on motivation has increased considerably in the past few decades. However, many scholars investigating the practice have discovered severe issues with today's research of motivation.

Why this logic does not always follow? There are several reasons for that. (Martin. A. J., 2009)

1. Managers still tend to hold a conservative view on employees' willingness to work at a job. Despite lots of research proving the benefits of motivation, employees and managers still consider (S., 2020) motivation as something good like using a carrot and a stick.

2. This is attributed to high volume of the labor-saving devices due to automation and machine-placed devices.

3. Some labor union leaders think that increasingly motivating employees might result in fewer jobs available to them.

The study of work motivation is extraordinarily encompassing subject of study. Motivation is what spurs people into action. In light of the definition, it becomes apparent how many diverse facets can affect an employee's desire to perform well. Employees are company's customers internally. Employees are assets not liabilities. (S., 2020)

6. ANALYSIS AND INTERPRETATION

a) BLUE-COLLAR WORKERS:

For the analysis of the blue-collar workers, researcher considered 12 factors which either motivate or demotivate them.

Sample size: 145 interviews of the blue-collar workers were taken which were divided into 3 categories based on their respective age:

b) WHITE-COLLAR EMPLOYEES

For the analysis of the blue-collar workers, researcher considered 12 factors which either motivate or demotivate them. Sample size: 47 interviews of the white-collar employees were taken which were divided into 3 categories based on their respective age:

1st age group – 25 years to 35 years and 2nd age group – 36 years to 45 years

The interviews of different categories of white-collar workers have been taken which can be categorized as follows:

Top level management, Middle level management and supervisors and Clerical staff

This was done to see the priorities of employees belonging to different age groups. The factors have been divided into two categories:

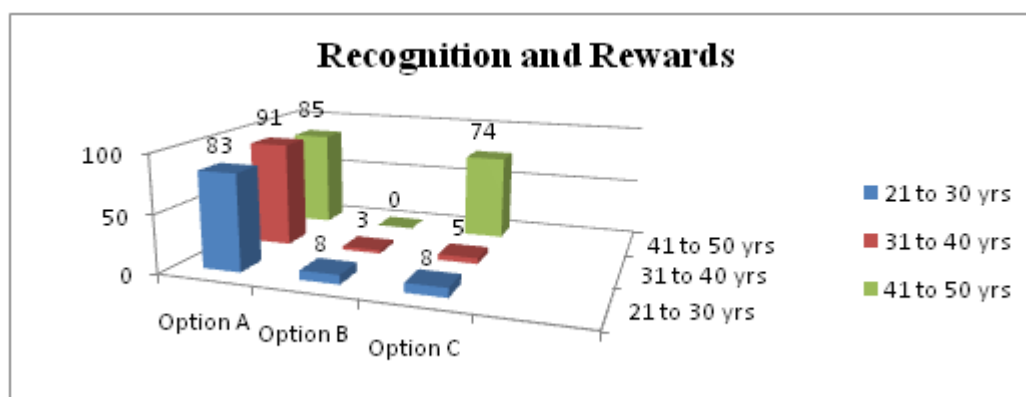
Non-financial factors and Financial factors

Q. If your manager recognizes your work and appreciates your contribution to the organization's success, you – (recognition and rewards)

- a. You will work with more efficiency to fulfill the faith placed in you.
- b. This will demotivate you.
- c. This would affect you at all.

Age in Years	Option					
	A		B		C	
	No. of workers	%	No. of workers	%	No. of workers	%
21 to 30	52	83	05	08	05	08
31 to 40	51	91	02	03	03	05
41 to 50	23	85	00	00	04	14
Total in %	86%		06%		08%	

Table 1- Recognition and Rewards



Graph 1- Recognition and Rewards

CONCLUSION

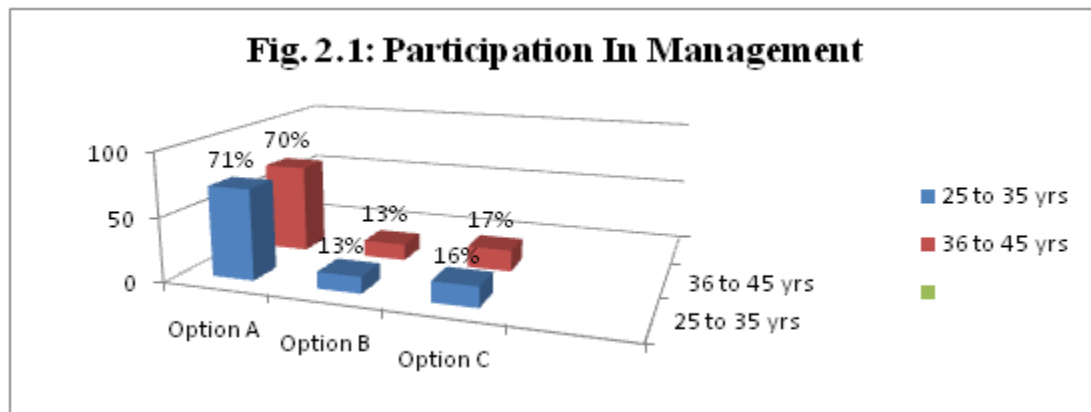
Analyzing the data in the descending order, 8% of the total workers will expect less workload. Only 6% workers feel recognition of their work done will not affect their performance whereas 86% of the workers prove that recognition and appreciation will result in more production.

Q. If you are given a chance to Participate in Management – (WPM)

- a. It will increase the feeling of responsibility and will motivate you to work hard.
- b. It will increase your workload and will make you dislike this.
- c. It will not affect your behavior at work in any way.

Age in Years	Option					
	A		B		C	
	No. of workers	%	No. of workers	%	No. of workers	%
25 to 35	17	71	03	13	04	16
36 to 45	16	70	03	13	04	17
Total in %	70%		13%		17%	

Table 2-Participation in Management



Graph 2 – Participation in Management

CONCLUSION

70% of the employees feel that increased participation in management would act as a motivator. Their participation in making various operative decisions will increase their feeling of belongingness and willingness to work hard to achieve the set goals.

5.FINDINGS AND OBSERVATIONS-

- Job security has been given top priority by maximum number of workers.
- Participation in management has been ranked below the third priority.
- More salary works as the second most important motivating force.
- 93% of workers have ranked Competition at a low level.
- In comparison to the other motivational forces, Good working conditions have also received lower ranking.
- There is not much clarity in the factor of better scope for promotions. Mixed rankings have been derived.
- Fringe benefits will work as a good motivator as majority of the workers have ranked it third most important factor.
- Attitude of the Supervisors impacts different age groups differently. Therefore, there is no clarity in determining the results.

Both blue collar and white-collar workers were interviewed for the purpose of this research. It clearly shows that financial factors are still most important and strongest source of motivation for

both the category of workers. (Dernovsek, 2008) Surprisingly enough job security, increased wages and salaries and fringe benefits has been preferred by both the categories.

Similarly, better recognition and appreciation of work and greater scope for advancement and promotion proves to be the next most motivating factors.

Priorities given to supervision differ in both categories of workers. Blue collar workers have given noticeable importance to supervision whereas white collar employees have given negligible importance to this factor.

Participation in management has not received top priority by either of the categories. They do not expect much involvement in decision-making though they do accept it to be a motivating factor. (A.D., 2010)

But the category of workers prefers to keep distance from close control and supervision. Blue collar workers are aggressive in safeguarding their jobs and their rights are generally they are not hesitant in using trade unions to achieve (Ayman A.S. Almusaddari, 2018) what they consider their right. But white-collar workers are not assertive and generally avoid extremist measures.

Surprisingly, competition does not act as a very strong motivating force for either of the categories of workers.

The research has helped derive a few important points:

- Financial as well as non-financial determinants have proved to be effective motivational forces.
- Most of the Motivational determinants contribute in improving the organizational effectiveness and performance at individual level.
- The research helped determine that priority of workers vary according to their work profiles, i.e., white collar workers and blue-collar workers.
- Also effect of the determinants vary depending upon worker's age.
- Factors like Job Security, more salary, Fringe benefits have unanimously received highest priority.
- Where the other factors like working conditions, competition, interpersonal relations, job re-designing etc., differ in opinion depending on the age of the worker or also whether he is a white-collar worker or a blue-collar worker.

The main limitations of the study were as follows:

1. As the study was limited only to 145 blue collar workers of the frame assembly and 47 white collar employees, the sample of the workers can't represent all the workers of the organization.
2. Due to limited scope of the schedule some other motivational determinants have been kept outside the preview of the study.
3. Due to the close ended structure of the questionnaire scope for the other possible responses have been excluded.
4. Sometimes responses of workers were influenced by the response of the fellow workers.
5. Analysis and interpretation of the data can be subjective to some extent due to different personal view points and personal bias.
6. Few other limitations of the study were limited time resources and limited scope of the schedule to some extent.
7. Many workers were suspicious about the identity of the researchers considering as a management person. Many of the responses were influenced by this suspicion.
8. For generalizing the results sometimes, we have neglected individual's difference to the background.

Based on the research findings, there are three major considerations about the effectiveness of motivating factors that have to be made. Managers play a vital role in this process; managerial behavior is key. (Draft, 2006) Assuming the orientation and analytical view of material presented, it can provide a number of managerial practices drawn.

1. If organizations desire to improve attitudes and work behavior, it is their responsibility to participate and become active.
2. In order to motivate employees to be more productive, employers must be aware of their strengths and weaknesses.
3. Managers need to be aware of their employees' demographic characteristics.
4. The situations of the tasks must be considered. Managers are urged to design more challenging jobs to challenge employees. Employees should understand exactly what they are supposed to do. There is a strong link between job clarity and the likelihood of improvement in job performance.
5. Managers should pay attention on the quality of work environment. Group dynamics as well as styles of political leaders.
6. Managers should monitor the employees' attitude towards their job.
7. It is essential for organizations to involve and engage the employees in the process aimed at attaining organizational effectiveness.

6. CONCLUSION

Managers can enhance employee and organizational productivity by using motivational techniques. The wage workers will be satisfied with higher wages if they work as an employee of an organization.

Researchers' believe that theories of motivation like management studies in general are useful for practitioners. Theories and research data on motivation also play a role in performance.

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