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Interactive Motivational Concept: A Study of Motivation among Corporate of Bhopal Region in India

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Abstract

Managers, supervisors, executives and others whose office is to get work done by staff in organizations would desire a motivated workforce. Despite the advances in technology, any system has not motivated people to achieve its goals and at some time or other, no one in charge of a unit has failed to wonder, 'How best do I get individuals and groups motivated'? What is motivation, how can employees be motivated to direct their energies towards execution of the job and how is this achieved on a sustained on-going basis? Is a highly motivated employee necessarily an ace performer? These are the issues which the author would address in the present paper. The authors have conducted an empirical study by administering motivational test and collected data from 100 corporate of Bhopal region.

Keywords: Motivation, Intrinsic, Extrinsic, Rewards, Goals.

JEL Classification Codes: M00, M50, M51, M52.

1. Introduction

The success of an organization depends on how effectively managers are able to motivate their subordinates. People will give their best to an organization when their personal goals are in sync with organizational demands, when they are able to achieve goals that they perceive as important, utilizing their competencies to the fullest possible extent. In the 21st century, employee hungry organizations are trying every trick through appropriate human resource policies and practices to inspire people to give their best like for instance, in Cadbury India, work and fun co-exist. The company's celebrations being at the drop

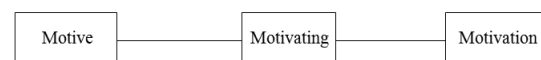
of a hat. Life's little moments celebrated in a big manner as quickly as possible. In the similar manner, Texas Instruments (TI) a Texas based company, gives a lot of freedom to employees and values their suggestions seriously. TI does not monitor attendance or leave. It sets tough targets for employees and is able to get the best out of them. TI rolled out an initiative called Friday@Five, which enables every employee to jump out of office, no matter how heavy the work load is. (Source: Great Places to Work, Surveys 2004-2007).

Now, let us understand what we mean by motivation. The term motive is derived from the Latin word *movere*, which means 'to move'. However, it would be useful to know the linkages between the concepts of motive, motivation and motivating.

Motive. Motive is the inner state that energizes, activates and directs or channels the behavior of individuals towards certain specified goals.

Motivation. It signifies the level, direction and persistence of effort expended in work. Level signifies the quantum of effort put forth, direction refers to choice made among available alternatives to expend the effort (e.g., work or play) and persistence denotes the tenacity with which the individual perseveres in the job, even against odds. Thus, motivation has to do with the actual behavior of the individual.

Motivating. When one individual induces another person to channel his/her energies in the right direction.



- Motives lead to needs in individuals.
- Motivating set up proper stimuli in the work environment in order to activate the motives in individuals.
- Motivation leads to engagement of individuals in work behavior.

<Figure 1> Relationship among Motive, Motivating and Motivation

Motivation is the work a manager needs to perform in order to inspire, encourage and impel people to take required action. It is a process of stimulating people to action to accomplish desired goals. It can be thought of as the set of forces – acting on or within a person – that energize, direct and sustain behavior. These forces can come from the person – the so called push of internal forces that compel a person to exert

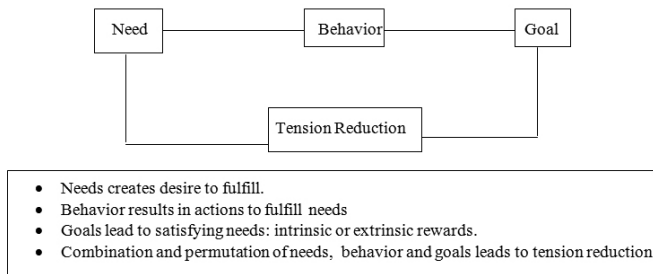
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high levels of effort to realize a goal. They can also come from the environment –the so called pull of external forces, the financial and non-financial rewards that inspire people to give their best. A manager needs to examine both sets of factors when trying to analyze causes of behavior.

However, it must be remembered that motivation is different from job satisfaction. Motivation is the drive to satisfy a want or goal. It is concerned with goal-directed behavior. Where as satisfaction refers to the contentment experiences when a want is satisfied. It is a positive attitude toward one's job. In general, people experience this attitude when their work matches their needs and interests, when working conditions and rewards are satisfactory and when the employees like their co-worker.

People have basic needs, such as for food, achievement or monetary gain that translates into an internal tension that motivates specific behaviors with which to fulfill the need as depicted. To the extent that the behavior is successful, the person is rewarded in the sense that the need is met. The reward also informs the person that the behavior was appropriate and can be used again in the future (see Figure 2). Rewards could be intrinsic (the satisfaction a person gets in the process of performing a particular action such as solving a complete problem) or extrinsic (given by another person, in the form of promotions, pay increases).



<Figure 2> Model of Motivation

As we all know that Maslow's Hierarchy of Needs Theory proposes that people are motivated by multiple needs and that these needs exist in a hierarchical order. But it is also a fact that it is not easy to understand the complexities involved in motivating people. If an employee has an argument with his boss and fails to report to work the next day, it may appear that his behavior is a result of the confrontation. However, his behavior may actually be motivated by a combination and permutation of factors including overwork, family, illness or some other problems.

Tools. In the present research, the author has administered a motivation questionnaire which consists of 20 questions on a four point scale ranging from

Sample. As the aim of the author was to identify, recognize and understand the importance of motivation among the corporate, hence the respondents are all people from corporate levels from different organizations of Bhopal region. The author has administered the questionnaire and recorded responses from

100 corporate level individuals.

2. Analysis of the Data

The questionnaire used by the author had 20 statements with four options, which depicts how far you are motivated from your superior's action. The author has used frequency method for getting the actual result which is depicted in the following table.

The above table shows lots of variation among the statements. However, each statement has its own implication/value. Let us find out the implication/value of each statement which is recorded below:

Considering both Table 1 and Table 2, statements 1, 2, 4 and 5 are having equal values though the interpretation of the statements may vary. Statement 1 and 2 denotes your preference towards your superior or boss. Whereas, statement 4 and 5 denotes perception of your skills and attitudes towards your superior or boss. It has been found that 36 respondent out of 100 (for the first statement) agrees with the statement they are aware of their superior's strength and weakness where as 64 respondent are somewhat aware of their boss's strengths and weakness. It means that these 36 respondents who are aware of their boss's strengths and weaknesses would be able to understand their boss course of action and this it self would be a motivating factor for them. Similarly, in the second statement, the result shows that 63 respondent are aware of and can make out how their boss would react both in routine and typical situations. This correlate with our first statement where 36 respondents are aware of their boss strengths and weakness. This implies that knowing one's own boss can help us to chalk out our own course of action and we are in position to envisage our superior's behavioral pattern. Statements 4 and 5 depicts that 21 respondents and 50 respondents agree that they are sensitive to his/her style even when they are making the decision and they do agree that do have their own individual style the complements but do not contradict their superior's behavioral pattern.

Statements 3, 12, 13 and 14 are having equal values in terms of the responses. Surprising it has received mixed responses. 30 respondents feels that they sometime and mostly do try to modify their strengths in order to match to their superior's skills where as 36 respondents says that they do not try to change their style of work. However, again the results shows a surprising facts for statement 12 that 64 respondents do not try to follow their superior blindly and another startling facts is only 13 respondents agrees that the superior should inform their senior people as to what he expects from them. Statement 14 shows that 44 respondents barely inform their superior that the targets which he has set are unrealistic. It shows that most of the employees though they try to modify their strength in order to match with their superior but at the same time they do not trust their superior fully but they do have courage to inform their superior if the target is unrealistic.

<Table 1> Frequency Method

Statements	Responses				Total
	Somewhat	Mostly	Barely	Never	
1	64	36	0	0	100
2	10	63	21	6	100
3	30	30	4	36	100
4	17	21	46	16	100
5	14	50	26	10	100
6	4	13	27	56	100
7	59	10	31	0	100
8	17	48	24	11	100
9	1	0	29	70	100
10	40	25	30	5	100
11	3	10	37	50	100
12	9	4	64	23	100
13	49	15	36	0	100
14	35	15	44	6	100
15	43	31	26	0	100
16	25	56	14	5	100
17	22	46	15	17	100
18	7	13	50	30	100
19	20	23	42	15	100
20	33	28	30	9	100

<Table 2> Statement Value

Statements	Values			
	Somewhat	Mostly	Barely	Never
1	4	6	2	0
2	4	6	2	0
3	2	6	4	0
4	4	6	2	0
5	4	6	2	0
6	6	4	2	0
7	2	4	6	0
8	2	4	6	0
9	0	4	6	2
10	6	4	2	0
11	0	4	6	2
12	2	6	4	0
13	2	6	4	0
14	2	6	4	0
15	6	4	2	0
16	2	4	6	0
17	6	4	2	0
18	0	2	4	6
19	6	4	2	0
20	6	4	2	0

Another startling revelation occurs in statement 6 where 56 respondents are not proactive when there are any changes in their superior's thinking. It has also been found in statement 10 that 40 respondents do agree that they view their relationship with their superior as mutual dependency. However, for the

statement 15 only 43 respondents found to be comfortable in knowing that their superior does have an expectation towards them. Where as in statement 17, it has been found that 46 respondents do give importance of how their superior is conducting meetings. However, statement 19 depicts that 42 respondents are barely familiar with the way in which their superior takes criticism. Statement 20 reveals that 33 respondents can feel and predict whether their superiors are under pressure or in conflicting situation. Overall it indicates that most of the people are not active when the superior behaves differently and observes and take note of how their superior conducts meetings as well as they do have feeling that there is a mutual dependency. However, most of them feel that their superior is not sportive enough to take criticism from subordinates.

Another surprising findings in statement 7 is that 59 respondents do agree that they do talk and discuss about politics and world events and at the same time they do not contradict their superior's opinions as depicts in statement 8 where 48 respondents says mostly they avoid to contradict their superior's view. However, it has also being found that most of the time employees do inform their boss regarding the happenings in the department as recorded in statement 16 where 56 respondents has given positive answers.

Statements 9 and 11 do have equal values but their implication towards the boss is totally opposite. Results shows that in statement 9, 70 respondents never stress their views forcefully nor they view their boss as an enemy whose place they hope to take. However, statement 18 shows that 50 respondents never inform or tell their superior what happens in their department. It shows that most of the employees accept and do have regards towards their boss nor do they feel to stress their opinions and views in face of opposition.

Overall, the results imply that motivation is the work a manager performs in order to inspire, encourage and impel people to accomplish desired goals. When employees are properly motivated, it can produce excellent results. However, understanding the complexities involved in motivating people is not an easy task since human behavior is unpredictable and is the result of multiple causes.

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