Chapter-IV

MOTIVATIONAL CLIMATE

In this chapter, an attempt is made to discuss some aspects relating to motivational climate in selected banks in Chittoor district of Andhra Pradesh. To be precise, this chapter attempts to examine the (i) relative strengths of selected motivational concerns (achievement, affiliation, dependence, extension and power) of employees; (ii) relative strength of selected dimensions for each dominant motivational concern of employees; and (iii) comparison of relative strengths of dimensions contributing to dominant motivational concerns of employees in the selected organizations.

1. In order to identify the dominant and secondary motivational concerns and their strength for employees in the selected five organizations viz., State Bank of India, Indian Bank, Andhra Bank, ING-Vysya Bank and Indian Overseas Bank, five motivational concerns viz., achievement, affiliation, dependence, extension and power have been taken for identifying the relative strength of each motivational concern.
2. The response of selected employees for each motivational concern is examined from 12 dimensions. For each dimension, five independent statements are designed in such a way that the underlying meaning of each statement indicates one of the selected motivational concerns. The respondents are asked to rank their preferences (1 to 5) for the five statements of each dimension. These ranks are taken as the basis for computing the strength scores for each motivational concern.

3. The motivational concern of employees in State Bank of India as reflected by total scores, average rank score and average strength scores is observed that 'achievement' in concern has the highest strength, i.e., 2.67 in State Bank of India among the employees. It is followed by 'affiliation' concern with average strength score of 2.50. The third dominant concern as perceived by the managerial cadre is 'extension' with the average strength score of 2.25 and the fourth and fifth concerns are 'dependence' and 'power', with the score values of 2.17 and 1.80 respectively.

4. Though relatively 'achievement' concern has the highest strength, the degree of its strength is just more than the 50 per cent of maximum strength/score, which is 5. Similarly, 'affiliation' concern has exactly
50% of the maximum score and stands in second place. It may be noted here that the difference in strength scores of ‘achievement’ and ‘affiliation’ concerns is marginal (0.17). Among the three remaining motivational concerns—dependence, extension and power—the actual strength score values are varying with the marginal difference (except the ‘power’ concern).

5. It can be concluded that according to the managers’ perception, the ‘achievement’ motivational concern has got first place and ‘power’ concern is perceived as the least dominant motivational concern. The ‘achievement’ and ‘affiliation’ concerns as first two dominant motivational concerns among the employees of State Bank of India indicate that employees have the attitude to undertake risks and achieve results. At the same time, they want to maintain friendly and harmonious relations with their colleagues, subordinates and others concerned.

6. With regarding to the motivational concern of employees in Indian Bank, it was clear that ‘achievement’ is the dominant motivational concern with the average strength score of 2.51 as perceived by the employees in Indian Bank. The second dominant motivational
concern perceived by the employees is 'affiliation' with the average strength score of 2.35, followed by dependence (2.30), extension (2.17), and power (1.62). Although, the 'achievement' concern has the highest average strength score, i.e., 2.51 it is almost equal to 50% of the maximum strength score. The score dominant motivational concern affiliation is below 50% of the maximum strength score. These scores indicate that employees in Indian Bank also have 'achievement' orientation without sacrificing 'affiliation'.

7. The motivational concern of employees in Andhra Bank as reflected that first dominant motivational concern is 'achievement' with the average strength of 2.98, followed by second dominant motivational concern 'extension' with the average strength score of 2.65. Dependence is perceived as third motivational concern, followed by affiliation and power. The overall observation reveals that except affiliation and power concern, all other concerns have more than 50% of the actual strength score, 5.

8. It can be concluded that the employees of Andhra Bank perceived 'achievement' and extension as the two different motivational concerns. It can be stated that the employees of Andhra Bank and
employees of State Bank of India also have the similar attitude to undertake certain risks that are challenging.

9. The motivational concern of employees in Vysya Bank as reflected by scores revealed that the achievement concern has the highest strength i.e., 2.97, as perceived by the employees of Vysya Bank. The second dominant motivational concern, perceived by employees is ‘dependence’, with the average strength score 2.59, followed by ‘extension’ with 2.51, ‘affiliation’ with 2.40 and ‘power’ with 1.57. The strength of ‘achievement’ concern is almost equal to 60% maximum score of 5. Among, all the concerns, power has got the lowest strength.

10. It can be concluded that the employees of Vysya Bank also have the attitude to undertake certain risks to achieve something new and concrete.

11. An attempt is made to compare the relative strength scores for two dominant motivational concerns identified for each bank and observed that the first dominant motivational concern among employees in case of State Bank of India is found to be ‘achievement’. The same trend
can be noticed in all the other banks. However, the strength of ‘achievement’ concern among employees of Vysya Bank is found to be higher than that of employees of other banks under the study.

12. Regarding the second dominant motivational concern, there is significant difference between employees of the selected banks. For employees of State Bank of India and Indian Bank it is found to be ‘extension’, whereas for the employees of Andhra Bank and Indian Overseas Bank it is perceived to be ‘dependence’. These variations may be on account of the differences in the nature of activities, organizational policies, interpersonal relations and other such factors prevailing in these banks.

13. In order to probe further, an attempt is made to measure and identify the strength of each dimension, which contributes to dominant motivational concerns in selected organizations. For this purpose, the respondents were asked to indicate their preference to each dimension among five (5) ranks. In order to quantify the responses, weights of 5, 4, 3, 2 and 1 have been assigned to 1st, 2nd, 3rd, 4th and 5th ranks respectively.
14. The consolidated scores obtained for 'achievement' and 'affiliation' concerns of employees in State Bank of India for selected dimensions revealed that the percentage of score values of employees in State Bank of India for 'achievement concern' range from 51.3% to 81.0%. This range indicates the strength of each dimension, contributing to the dominant motivational concern 'achievement'. The dimension 'orientation' has the highest strength with 81.0%. It is followed by, supervision (77.3), risk taking (69), decision making (68.3), trust (68.3), inter personal relations (67), communication (61), managing mistakes (61). The remaining dimensions have the score values between 50% and 60%. The dimension with lowest strength is 'innovation and change' (51.3).

15. With regard to second dominant motivational concern 'affiliation' for employees in State Bank of India, the strength of all the dimensions range from 49.5% to 72.0%. The dimension 'managing mistakes' is having highest strength with 72% and it is followed by managing problems (71.0%), inter-personal relations (71.0%), communication (66.0%), managing rewards (66.0%), decision making (66.0%), trust (61.0%), orientation (61.0%), conflict (61) and risk
taking (60). The dimension ‘innovation and change’ has the lowest strength (49.0).

16. A comparison with two dominant motivational concerns ‘achievement’ and ‘affiliation’, it is found that the dimension ‘orientation’ has contributed highest strength (81.0%) to the ‘achievement’ concern. The other dimension of ‘managing mistakes’ has contributed highest strength (72%) to the ‘affiliation’ concern. The dimension ‘inter-personal relations’, ‘communication’, ‘managing problems’, ‘managing mistakes’, ‘managing conflict’ and ‘managing rewards’ have contributed higher strength towards the second dominant motivational concern ‘affiliation’ than the first dominant motivational concern ‘achievement’. These sorts of variations in the strength of various dimensions by the same employee cadre enable us to understand the prevailing motivational climate or work culture.

17. In order to study the strength of various dimensions of ‘achievement’ and ‘affiliation’ concerns of employees in Indian Bank, the score values and percentages to maximize scores are worked out and It was observed from data that the strength of each dimension toward first
dominant motivational concern ‘achievement’ ranges from 51.7% to 67%. The dimension ‘supervision’ has contributed highest strength with 67% and it is followed by risk taking (64), orientation (62), interpersonal relation (61.5), managing mistakes (61), trust (60), communication (58), managing conflict (51) and decision making (54.3). The dimension of ‘managing problems’ is given with lowest strength (51.7).

18. With regard to second dominant motivational concern, ‘affiliation’, the strength of all the dimensions range from 55% to 67.4%. The dimension ‘inter-personal relations’ has contributed highest strength with 67.4% towards second dominant motivational concern. It is followed by supervision (66.7), trust (65.7), innovation and change (63.7), managing problems (63), managing conflict (61) and communication (60.7). The dimension ‘orientation’ is given with lowest strength (55%).

19. A comparison between two dominant motivational concerns of employees of Indian Bank revealed that the dimension ‘supervision’ has given highest strength to the first dominant motivational concern
and the dimension ‘inter-personal relations’ has given the highest strength to the second dominant motivational concern.

20. In case of Andhra Bank, orientation, supervision, conflict, management and decision making are the first four major dimensions contributing to achievement concern of employees. In case of dependence concern, it is found that managing problems, communication rewards and conflict management have been identified as the first four major dimensions.

21. It means that most of the employees regard their orientation and capacity to manage the conflicts, as the major dimensions reflecting in their achievement concern. Managing problems, communication, managing the rewards and conflict management are the first four major dimensions contributing to the dependence concern.

22. A comparison of major dimensions for achievement and dependence concerns, it is found that orientation and supervision are the first two major dimensions contributing to the achievement concern, while managing the problems and communication are found to be major
dimensions for dependence concern. It indicates that different dimensions are contributing to different motivational concerns.

23. The study revealed that supervision, decision making, inter-personal relation and orientation have been identified as the first four major dimensions influencing the achievement concern. In case of dependence concern, it is found that supervision, interpersonal relations, managing the conflicts and risk taking are the first four dominant dimensions as relevant for Vysya Bank.

24. A comparison of the dimension scores for achievement and dependence concern, it may be noticed that supervision and interpersonal relations are the two dimensions, which are influencing both achievement and dependence concerns. It is interesting to find that some dimensions are influencing two different motivational concerns.

25. In case of Indian Overseas Bank, orientation, supervision, decision making and managing conflicts have been identified as the first four major dimensions influencing the achievement concern. In case of dependence concern, it is found that managing problems,
communication, managing rewards and decision making are the dominant dimensions.

26. A comparison of the dimension scores for achievement and dependence concerns, it may be noticed that supervision and decision making are the two dimensions, which are influencing both achievement and dependence concerns.

27. A comparative view of dimensional scores for employees of banks (Table – 4.7 to Table 4.11) indicates that different dimensions are contributing to different motivational concerns in different organizational contexts. There are inter-organizational variations in the dimensional scores for the same motivational concern.

28. Finally with regard to relative strength of motivational concerns of the employees in the selected banks, it is found that ‘achievement concern’ is the most dominant concern. However, the perceptions differ in case of second the dominant motivational concern. In the case of State Bank of India, Indian Bank ‘affiliation’ while in case of Andhra Bank it is ‘extension’ and ‘dependence’ in case of Vysya Bank and Indian Overseas Bank.