ABSTRACT

Introduction

In these days of highly competitive, volatile and globalised environment, survival of the organizations worldwide, has become quite crucial. In today’s buyers’ market, the customer has become the most important entity because he has various options available. He will not settle for inferior quality products and services when the best ones are available elsewhere. This necessitates to provide the best and only the best. It will be possible only when the organizations operate effectively. This effectiveness, among many other factors, mainly depends upon the performance of the employees. Therefore the human resources and their wholehearted contribution has assumed great significance in the 21st Century.

It will be possible only when the employees are motivated to perform at the best of their capacities so that the objectives of the organization are achieved effectively.

Motivating people is not easy. Many experts feel that ‘you can not motivate others. You can only create positive and conducive environment so that people motivate themselves.’ Dwight D Eisenhower has aptly described it as “motivating is getting people to do what you want them to do because they want to do it.” It thus becomes evident that motivation created out of fear of punishment or failure to get extrinsic rewards is not motivation. In the words of Frederick Herzberg “it is merely a movement”. He further states that “motivation is a function of growth from getting intrinsic rewards out of an interesting and challenging work.” As such an urge to perform, the drive to excel has to emerge from within. The factors that generate this urge, drive from within (intrinsic factors) will make the employees to stretch to their fullest potential. On the other hand, the factors that create extrinsic
motivation will yield mediocre performance. As such the research student thought it appropriate to make a comparative study of the factors that generate intrinsic and extrinsic motivation in respect of the Junior and Middle level managers employed in select sectors in Pune.

Present Study
To conduct a comparative study of these factors and to ascertain their relative importance.

Topic of the Study
A comparative study of the role played by motivating and maintenance factors in organizational effectiveness among the junior and middle level managerial employees from various sectors in Pune.

Objectives of the Study
Motivation is one of the most discussed and sought after areas of behavioural science. Over a period of time lot of work has been done in this field and many theories have been put forth. In the highly competitive 21st Century, where survival depends upon performance, the issue of motivating the employees and getting the best out of them has assumed great significance. Various studies and surveys have been conducted to ascertain the factors that motivate the employees. They reveal that money motivates the people to a certain extent as it enables them to satisfy their physiological needs. However it has also been observed that fulfilment of other needs like appreciation and recognition, a challenging job, autonomy, opportunity for growth and development and above all self actualization plays a significant role in worklife.

Motivation is a dynamic concept and has been undergoing changes with the passage of time. As such it is felt that there is a need and further scope to
study and examine the extent to which the above mentioned factors motivate
the people.

It will be seen that motivation is not confined to a particular level of
hierarchy. It pervades the entire gamut of the management. As such its scope
and canvas is indeed very vast. Therefore the present study is focused on the
Junior and Middle level Managers who are primarily getting the work done
through the supervised employees. They have been picked up from various
sectors like manufacturing, service industries, software, health, hospitality,
banking, telecommunication and education in and around Pune City. It is an
attempt to explore and probe into the factors of motivation as perceived and
experienced by these managers so as to arrive at certain conclusions which
would prove helpful in better understanding of work motivation. It is
expected that these findings would be useful to the organizations in building
a culture wherein the engaged employees will bring out their best as it is the
imperative need of the present Century.

Hypothesis

In an organization non-monetary incentives play a significant role in
motivating the Junior and Middle level managerial employees.

Methodology

Phase I – Questionnaire

The research instrument (questionnaire) is based on the instrument devised
by Prof. Udai Pareek. However a few modification in framing the factors and
the method of ranking have been made. It was administered to 25
respondents each from 10 organizations working in different sectors (Public,
Private and Cooperative). These organizations have been engaged in
different activities (both manufacturing & service industries) like Banking,
IT, Telecommunication, Health, Hospitality and Education to have a wider
coverage. No leading remarks, suggestions, etc, whatsoever, were made
directly or indirectly. They were required to shortlist five important factors and rank them in the descending order from 5 to 1. Thus the score for Topmost priority was ranked as 5 whereas the lowest score was 1. Total score for each respondent was 15. The total no. of respondents aggregated to 250. Thus for 250 questionnaire total score would come to 3750.

The Scores arranged as per rankings are given below –

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Factors</th>
<th>Aggregate Score</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>An interesting job / work</td>
<td>517</td>
<td>14</td>
</tr>
<tr>
<td>2</td>
<td>Recognition and appreciation of the work</td>
<td>400</td>
<td>11</td>
</tr>
<tr>
<td>3</td>
<td>Opportunity for development</td>
<td>375</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Responsibility and independence (autonomy)</td>
<td>320</td>
<td>8</td>
</tr>
<tr>
<td>5</td>
<td>Salary</td>
<td>309</td>
<td>8</td>
</tr>
<tr>
<td>6</td>
<td>Challenging job</td>
<td>284</td>
<td>8</td>
</tr>
<tr>
<td>7</td>
<td>Opportunity for promotion / advancement</td>
<td>258</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>Sound company policies, procedures and practices</td>
<td>226</td>
<td>6</td>
</tr>
<tr>
<td>9</td>
<td>Doing something worthwhile</td>
<td>211</td>
<td>6</td>
</tr>
<tr>
<td>10</td>
<td>A satisfying personal life</td>
<td>201</td>
<td>5</td>
</tr>
<tr>
<td>11</td>
<td>A good boss</td>
<td>199</td>
<td>5</td>
</tr>
<tr>
<td>12</td>
<td>Good working conditions</td>
<td>179</td>
<td>5</td>
</tr>
<tr>
<td>13</td>
<td>Job security</td>
<td>165</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>A prestigious or status job</td>
<td>106</td>
<td>3</td>
</tr>
</tbody>
</table>

3750 100

(\% less than 0.5 rounded to previous digit and more than 0.5 rounded to next digit)
A breakup of these scores into hygiene factors and motivating factors is as under -

<table>
<thead>
<tr>
<th>Hygiene factors</th>
<th>Score</th>
<th>%</th>
<th>Motivating factors</th>
<th>Score</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>309</td>
<td>8</td>
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<td>3</td>
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<td>211</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>1385</td>
<td>36</td>
<td>Total</td>
<td>2365</td>
<td>64</td>
</tr>
</tbody>
</table>

Thus

- **hygiene factors** - 1385 36%
- **motivating factors** - 2365 64%
- **Total** - 3750 100%

This can be represented by a pie diagram which is given below -
All the factors, with their total scores can be displayed by a histogram as under –

Phase II - Personal Interactions

In the second phase, it was decided to have a detailed, personal and one to one dialogue with two respondents from each of the 10 sectors. These respondents were picked up at random so as to have a biasfree feedback. The research student talked to them so as to ascertain their views in respect of their various aspects of motivation. They were requested to share their views, opinions and feelings based on their responses to the questionnaire they had filled in earlier.

The findings emerging from these interactions are as under –

- 80% of the responses strongly indicate the significance and need of motivating factors, which give intrinsic satisfaction to the employees.
- It reinforces the earlier findings that motivating factors giving intrinsic satisfaction play a leading role in motivating the employees from within.

Phase III – Indepth personal interviews of Chairpersons / Personalities of eminence.

After the 2nd phase of these personal interactions with 20 respondents (2 from each sector) the research student proceeded to carry out the 3rd phase. It was aimed at seeking the personal interviews of 4 Chairpersons or Chief Executive Officers of certain organizations (different from the organizations where research instruments were administered) and ascertain their views on this sensitive issue. The findings and conclusions of the first two phases were shared with them before seeking their audience. It proved helpful to know their invaluable views based on their rich exposure and experience in their chosen area. This gave a different dimension and perspective to the issue. They were also requested to give their suggestions in this regard which would be highly useful to the industry at large.

The audience was sought from the following four eminent personalities.

1. Shri. Allen C Pereira - Chairman and Managing Director, Bank of Maharashtra, Pune.
2. Padmashri. Dr. S. B. Mujumdar - Founder and President, Symbiosis, Pune.
4. Dr. (Capt) C.M. Chitale - Dean Faculty of Management, University of Pune.

Summary of the motivating factors emerged from Personal Interviews

- Leadership qualities in the superiors.
- Recognition & appreciation of good work.
- Opportunities to the employees for growth & development
- Opportunities for promotion & career growth
- Responsibility & autonomy
- Obsession for the cause
- Passion & self drive
- Interesting / challenging job profile
- Systematic training intervention
- Concern for the employees, their families and extending allout help in their exigencies and sharing moments of joy and happiness.
- Salary
- Pride for the organization & national pride
- Awareness that they are contributing worthwhile & the organization values their contribution.
- New paradigm of nationalism
- Sense of achievement and belongingness
- Open communication and continuous rapport with them.

Most of these points except salary, generate internal satisfaction & people are motivated internally. These factors yield intrinsic motivation and the employees become self-driven, committed & involved in achieving organizational objectives. There is no underestimation of salary and other factors. However they have not been able to receive priority and preference over the motivating factors.

**Conclusion**

In view of the findings emerged from all the three phases, it can be said that the hypothesis viz **In an organization non-monetary incentives play a significant role in motivating the Junior and Middle level managerial employees** is conclusively proved & substantiated.
Suggestions and Recommendations:

Based on the research and its findings, here are certain recommendations (in brief) which would prove useful to the organizations and their managements in effectively achieving their objectives.

1. Establish transparency in day to day activities.
2. Encourage the employees to express their views / opinions without fear of reprisal.
3. Effectively use the upward channel of communication.
4. Empower the employees for taking more and more decisions barring certain key policy decisions, which need to be taken at the Top Managerial level.
5. Create suitable opportunities for growth and development. Tying up with certain University or institutes for higher degrees like M.Tech, MBA etc. should be explored and implemented.
6. Arrange systematic and proactive training interventions.
7. Develop pride for the organization and the nation.
8. Practise and exhibit concern for the employees and their families.

Scope for further research

As has been discussed earlier the canvas of motivation is indeed very vast. Abundant literature in the form of books, articles & research papers has been published till todate and it would continue in the years to come. New dimensions, views & thoughts would also keep on emerging. While carrying out the research study, various topics & themes flashed on which further research could be carried out.
Some of these probable topics are given below.

1) Motivational aspects of blue collared and non-managerial employees. Their contribution to the organization is significant. However it appears that much remains to be done in respect of this important resource.

2) Comparative study of motivational levels among the male & female employees.

3) Extent of motivation in the employees working in India & abroad.

4) A comparative study of motivation among those employed in Multinational and Indian large scale organizations.

5) A study of effectiveness of various measures initiated to arrest attrition.

6) A study of the factors that motivate the people to become Trade Union Leaders. It would be seen that the Trade Union Leaders are also leaders in their own field. They exhibit remarkable skills in communicating, negotiating and motivating their members. The incentives they draw may be more on the side of non-monetary ones. This could be studied as a separate topic for research.

Similar aspects in respect of employee motivation in the same line of activity in different organizations, geographical areas can be taken up for research.

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Research Student            Research Guide