



Motivation and Workforce Performance in Indian industries

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Abstract

Human resource management (HRM) is concerned with the personnel policies and managerial practices and systems that influence the workforce. In broader terms, all decisions that affect the workforce of the organization concern the HRM function. Human resource management specialists in the HRM department help organizations with all activities related to staffing and maintaining an effective workforce. Human resource management is aimed at getting the best from the Work force and creating an environment where job satisfaction and performance can be enhanced. Organisations and Industry have goals which can only be achieved by pressing the right button and stimulating the employees to get the desired result through the process of motivation. This paper examines motivation and work force performance in the industry in India. The authors identified factors that could guarantee job satisfaction on the part of the employees/workforce and also enhance job performance.

Keywords: Motivation, work force performance, workforce needs, work force dimensions, workforce factors.

Introduction

Continually challenged to motivate a workforce to do things. The first challenge is to motivate workforce to work toward helping the organization achieve its goals. The second is to motivate workforce to work toward achieving their own personal goals. Meeting the needs and achieving the goals of both the employer and the workforce is often difficult managers in all types of organizations. In Indian industry, however, this is often more difficult, in part as a result of the complexity of Indian organizations. The type of workforce runs the gamut from highly trained and highly skilled technical and clinical staff members to relatively unskilled workers. To be successful industry managers need to be able to manage and motive this wide array of employees and workforce. The management of people at work is an integral part of the management process. To understand the critical importance of people in the organisation is to recognise that the human element and the organisation are synonymous. Some managers do not appreciate the fact that workforce have to be motivated to put in their best so that the goals and objectives of the organisation can be achieved¹. As a result of the prevailing economic and labour market situation in India; whereby supply of labour is greater than its demand, some employers do not believe in effective motivation of workers in producing high performance. They even uphold the view that if workers are not properly motivated they cannot leave the job since there is scarcity of job in the labour market. Besides, most employers are not effective in their leadership behaviour. They treat workers as machines believing that issues concerning workers should be handled with levity.

The objective of this paper is to examine motivation and workforce performance in Indian industries; and to make

recommendations on how workforce could be effectively motivated in industry Sectors for result-oriented performance and Indian industry sectors. The content of motivation focuses on the assumptions that individual are motivated by the desire to fulfil inner needs .content theories focus on the needs that motivate people.

Literature review

The literature on motivation on motivational theories provide some insights into people's needs and help in the understanding of what people will and will not value as work motivation. There are three content theories: Maslow's Hierarchy of Needs², Herzberg's Two Factor theory, three part Hierarchy of Needs.

Maslow motivation theory: Abraham Maslow (1908 – 1970) introduced Neo-Human Relations which is focused on the psychological needs of employees. Maslow put forward a theory that there are five levels of human needs which workforce need to have fulfilled at work. All of the needs are structured into a hierarchy and only once a lower level of need has been fully met, would a worker be motivated by the opportunity of having the next need up in the hierarchy satisfied

Maslow motivation theory is based on the assumption that people are motivated by series of five universal needs these needs hierarchically ranked according to the order in which the influence human behaviour.

Level I- Physiological needs are the most basic human needs. They included food, water, and comfort. The organization helps to satisfy employees' physiological needs by a pay check.

Level II- Safety needs are the desires for security and stability, to feel safe from harm. The organization helps to satisfy workforce or employees' safety needs by benefits.

Level III- Social needs are the desires for affiliation .they included friendship and belonging. The organization helps to satisfy workforce social needs through sports teams, parties, and celebrations. The supervisor can help fulfil social needs by showing direct care and concern for employees.

Level IV-Esteem needs are the desire for self –respect and respect or recognition from others. The organization helps to satisfy workforce esteem needs by matching the skills and abilities of the workforce to the job. The supervisor can help fulfil esteem needs by showing workers that their work is appreciated.

Level V- Self-actualization needs are the desires for self-fulfilment and the realization of the individual’s potential. The supervisor can help fulfil self-actualization needs by assigning tasks that challenge workforce minds while drawing on their aptitude and training.

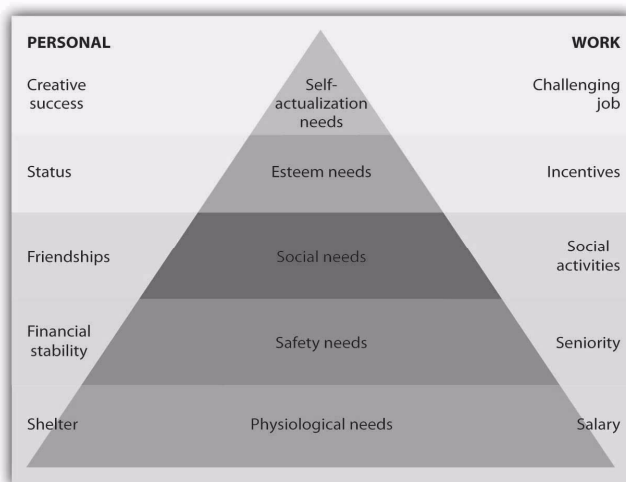


Figure-1
Maslow Hierarchy of Needs

Herzberg’s Dual-Factor Theory: Herzberg's two-factor theory describes needs in terms of satisfaction and dissatisfaction. Frederick Herzberg examined motivation in the light of job content and context. Motivating workforce is a two step process First provide hygiene's and then motivators³. One continuum ranges from no satisfaction -to-satisfaction⁴. The other continuum ranges from dissatisfaction to no-dissatisfaction. Satisfaction comes from motivators that are intrinsic or job content such as achievement recognition advancement, responsibility the work itself and growth possibilities.

Herzberg uses the term motivator for job satisfiers since they involve job content and the satisfaction that results from them.

Motivators are considered job turn ons. They are necessary for substantial improvements in work performance and move work force beyond satisfaction to superior performance¹. Motivators correspond to Maslow's higher-level needs of esteem and self actualization. Dissatisfaction occurs when the following hygiene factors, extrinsic or job context, are not present on the job: pay status, job security, working conditions, company policy, peer relations, and supervision⁵. Herzberg uses the term hygiene for these factors because they are preventive in nature. They will not produce motivation, but they can prevent motivation from occurring. Hygiene factors can be considered job stay-ons because they encourages workforce to stay on a job. Once these factors are provided, they do not necessarily promote motivation; but their absence can create workforce dissatisfaction⁶.

Hygiene factors correspond to Maslow's physiological, safety and social needs in that they are extrinsic or peripheral, to the job. They are present in the work environment of job context. Motivation comes from the workforce feelings of accomplishment of job content rather than form the environment factors or job context⁵. Motivators encourages workforce to strive to do his or her best. Job enrichment can be used to meet higher –level needs. To enrich a job a supervisor can introduce new or more difficult tasks, assign individuals specialized tasks that enable them to become experts, or grant additional authority to workforce.

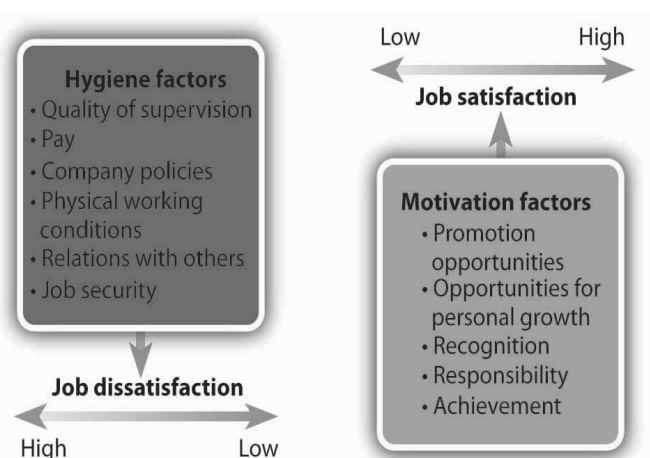


Figure-2
Two-factor Theory

Alderfer’s Three -Part Hierarchy of Needs: Alderfer's ERG theory- the three components identifies by alderfer drew upon Maslow's theory, but also suggested that individuals were motivated to move forward and backward through the levels in terms of motivators. He reduced Maslow’s levels from five to the following three.

Existence: This related to Maslow’s first two needs, thus combining the physiological and safety needs into one level.

Relatedness: which addressed the belonging needs.

Growth: This pertains to the last two needs thereby combining esteem and self actualization. Alderfer also added his frustration- regression principle, which postulated that individuals would move in and out of the various levels, depending upon the extent to which their needs were being met

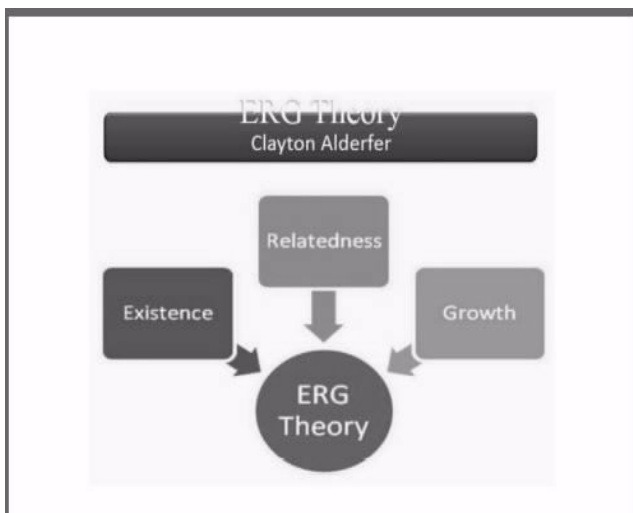


Figure-3
ERG Three -Part Hierarchy of Needs

Motivational Factors / Incentives

Monetary or Financial Incentives: Monetary incentives are offered in terms of money. Such incentives provide more cash or purchasing power to workforce. Monetary incentives are extremely attractive to workforce (particularly those working at lower levels) as they get the benefit quickly and in concrete terms. At the higher levels of management, non-monetary incentives are more important than monetary incentives. Workers prefer monetary incentives as compared to non-monetary incentives. Managements also offer liberal monetary incentives to all categories of workforce. Monetary incentives may be further classified as following:-

Individual Monetary Incentives: The benefit of individual monetary incentive is available to concerned worker only. For example, F. W. Taylor suggested differential piece rate system which offers different wage rates to different workers as per their production efficiency. Different incentive wage plans are the examples of individual monetary incentives as the benefit is offered individually to every worker. Here, a worker is paid as per his efficiency, productivity or as per the production given by him. Efficient/sincere workers give more production and get higher reward in terms of wage payment.

Group Monetary Incentives: In the group monetary incentives, the monetary benefit is not given individually but to a group of workers or to all workers in the Organisation⁷. Workers have to

work jointly/collectively as a team in order to secure the benefits of group monetary incentives. Bonus payments, pension, P.F, production/productivity bonus, profit sharing, etc. are the examples of group monetary incentives. For the employer/management, group incentives are more important as they offer many benefits to the management.

Non-monetary Incentives for workforce Motivation

Job security and job enrichment : Job security is useful for the motivation of workforce. Such security keeps the workforce away from the tension of becoming unemployed. Job enrichment provides an opportunity for greater recognition and advancement. Job enrichment refers to redesign of jobs.

Fair treatment to workforce: Employer should give attention to the needs, difficulties and grievances of workforce. Small work groups and effective communication are useful for solving the problems of workers. Workforce must be given decent treatment. They will be co-operative only when they are treated with sympathy and love, affection and dignity. Workforce should also be given help in personal matters.

Recognition of good work: Recognition of good work at an appropriate time gives encouragement to employees to show better performance in future⁸. As an appreciation of good work, prizes, rewards, promotions, etc. should be given.

Encouragement to self-development and career development: Employees should be given varied training facilities. Training facilitates self-development and also provides opportunities for career development. Every employee has a desire to grow, develop and rise higher. This desire should be exploited fully for motivating employees. For this, training as well as management development programmes should be introduced.

Delegation of authority: Due to delegation of authority, a subordinate employee feels that superior has faith in him and also in his ability to use authority in a proper manner. Employees get mental satisfaction when authority is given to them. They take interest and initiative in the work and try to prove that they are competent to work at the higher levels. Thus, delegation of authority becomes a motivating factor.

Congenial working conditions: It is a non financial incentive for motivation. Employees should be given various facilities and conveniences at the work place⁹. The work environment should be pleasant and safe. This creates desire to work efficiently.

Helpful attitude of management: The helpful attitude of management towards its employees creates a sense of affinity for the Organisation. Fair treatment to workers creates better understanding among workers. Cordial industrial relations also motivate employees. Thus, enlightened and pro-employee attitude of management acts as a motivating factor.

Fair opportunity of promotion: Fair opportunity of promotion to all eligible workers is one more method useful for motivating employees. They take interest in the work as they feel that they will be rewarded in the form of promotions. Training facility should be provided to employees in order to make them eligible for promotion.

Labour participation in management: Labour participation in management is useful for the motivation of workforce. Workers get higher status and better scope for expressing their views through such participation. Even the formation of quality circles or joint management councils is useful for motivating employees.

Designation and status: When an employee or workforce is provided with a better designation, it adds to his status. Workforces are proud to reveal their attractive and high-sounding designations

Motivation and workforce Performance: The most important dependent variable in industrial and organizational psychology is job performance. One of the major concerns of manufacturing companies has focused on improving worker productivity, which is one of the job performance measures when you expect the best from your they will give you their best. On the other hand, when you expect little from workforce they will give you low performance in return. Many people feel that they are not recognised or appreciated by their employers for their hard work and in turn they feel de motivated. Lack of communication and feedback from employers cause workforce to feel overlooked and inhibits them from performing to the best of their ability. Workforce motivation is one of the strategies managers employ to enhance effective job performance among workers in organisations¹⁰.

Good management and effective leadership help to develop team work and the integration of individual and group goals. Leaders have to sustain performance, sustaining and improving performance for the future is essential for the survival of the organisation. While keeping eyes on performance indicators, leaders encourage creativity and innovation, risk taking and skills for future development¹¹. Performance of all workforces has to be maintained and morale rebuilt. The vital role of the leader in shaping performance and coaching becomes fundamental to the success of an organisation in all ramifications. The most successful and performing organisations bring out the best in their employees. Such organisations focus on the human resources within. Technology, economic considerations, and the product are secondary to the human qualities which allow people to work as team. For employees to function at maximum level, they must feel that they are essential to an organisation that challenges their human spirit, inspires their personal development, allows them to accomplish goals and tasks, and symbolises and represents only the highest standards of ethical conduct. Such considerations define a quality work environment.

Recommendations

A basic knowledge of motivational and leadership theories would assist managers to fashion out policies that meet the needs of their workforce. Employers, managers and other leaders in the organisation are encouraged to show greater interest in the welfare of workers to make them more valuable and see themselves as contributors to the success of the organisation through effective leadership.

Managers should assess and evaluate employees at all levels through objective assessment techniques before and after recruitment and training exercises.

The work environment is dynamic and change is never unexpected, the manager must be responsive to change and continuously fashion out appropriate strategies¹². The human element in the organisation must be carried along to make the change process not only effective but hitch-free and result-oriented.

Conflict is inevitable in every human organisation but effort should be made to reduce it to the barest minimum. Discipline is necessary to regulate the conduct of the workforce. Less conflict-prone environment and high level of discipline are performance inducing factors which managers must effort to attain.

Managers get things done through people. Trust and confidence in subordinates is the foundation for delegating authority. Managers should delegate and empower employees by giving them free hand to work effectively. The employees should be made to take responsibility for the work they do, provide them with the necessary tools and information needed to do the work not only effectively but efficiently. In a nutshell, managers should allow subordinates freedom and autonomy in their work.

There should be timely and periodic on-the-job training to boost employees' performance.

The managers owe it as a responsibility to guide, build and nurture subordinates to develop skills and competencies to lead others. With good exemplary character, subordinates could see their superiors or bosses as model to be celebrated and emulated. Consequently, managers are presented or seen as custodian of acceptable behaviour.

The attainment of result or good performance rests heavily on the resource at the disposal of the work group. The manager should be prudent with respect to resource allocation to forestall waste which is inimical to the progress of the organisation. Judicious and wise use of resources is bound to elicit juicy performance for the benefit of all parties in the organisation.

Conclusion

Human relations are the study of individual and group behaviour in organizational settings; it is concerned with what motivates workforce to perform their jobs. Motivation is an inner drive that directs behaviour toward goals. A goal is the satisfaction of a need, while a need is the difference between a desired state and an actual state. Motivation explains why people behave as they do; a lack of motivation explains why people avoid doing what they should do. Human relations is concerned with the needs of employees, their goals and how they try to achieve them, and the impact of those needs and goals on job performance. Morale is an employee's attitude toward his or her job, employer, and colleagues. High morale contributes to high levels of productivity, high returns to stakeholders, and employee loyalty. Low morale may cause high absenteeism and turnover. Respect, involvement, appreciation, adequate compensation, promotions, a pleasant work environment, and a positive organizational culture are morale boosters. Many companies offer diverse benefits to boost morale and satisfaction.

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