

# Motivational Survey – A Case Study of Thread Manufacturing Company

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## Abstract

The key to the long term success of an organisation depends on the workforce, infact motivated workforce. An organization's growth is measured in terms of Sales and Profit. Motivation plays an important role in improving and achieving the sales and profit targets as it is related with those who actually arrange material, produce and sale the product and services and bring profits to the organization i.e human resource.

The performance of the organization is directly linked with the motivation of the people working in that organization. Whatever be the behaviour of a person, there is some force behind it. This force depends upon the motive of the person concerned. It is, however, necessary to create an environment in which all employees can contribute to the best of their ability in order to satisfy their motives and achieve organizational goals.

A survey was conducted to study and identify the dominant and back up motives behind the employees of the organization under study and also, suggested the area of improvement, if any to improve the efficiency, productivity & morale of the employees and help the organization to become the Organisation: For the people, Of the people and By the people or in other words to become the "Best Place to Work" organisation.

## I. Introduction

" You can buy a man's time, you can buy a measured man's physical presence at a given place, you can even buy a measured number of skilled muscular motions per hour a day; but you cannot buy enthusiasm. You cannot buy initiative; you cannot buy loyalty; you cannot buy devotion of hearts, minds and souls. You have to earn these things"

- Clarence Francis  
Chairman, General Foods

Performance results from the interaction of physical, financial and human resources. The level of performance of an employee is the function of his abilities and motivation. The first determines what he can do; the second determines what he will do. Where there is a strong positive motivation, the employee's output increases, but where the motivation is negative or a weak positive motivation the output decreases.

The management of any organization plays an important role to manage the organizational environment and methods of operation so that people can achieve organization goals along with their own goals. The individual and organizational goals can be achieved through stimulating workers towards productive performance – called as Motivational process.

### A. What is Motivation?

The word motivation means any need, emotion or motive that prompts a man into action. Whatever be the behavior of a person, there is some force behind it. This force depends upon the motive of the person concerned. The management should try to understand the motives of the individuals, which causes different type of the behavior at different point of time and link them up with the organisational motives.

The reason is well known to all of us -

Motivated employees are the biggest assets of the organization. No matter how much technology and equipment an organization has, these things cannot be fully utilized until people working on them are well motivated. Motivation is an effective instrument in the hand of the management for inspiring the workforce and creating a confidence in it. By motivating workforce, management creates "will to work" which is necessary for the achievement of the organizational goals. All knowledge and skill is useless unless the employee has "will to work" or "will to use that knowledge or skill.

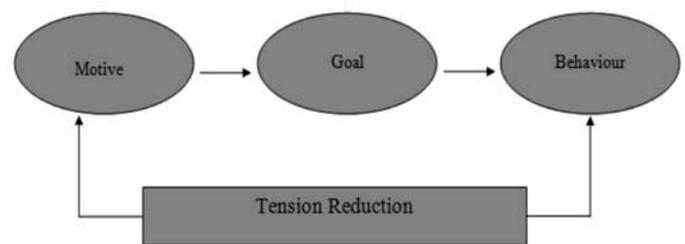


Fig. 1 :

### B. Objective of Motivation

The purpose of motivation is to create the conditions in which people are willing to work with zeal, initiative and interest, with a sense of responsibility, loyalty and discipline so that the goals of an organization are achieved effectively and efficiently.

### C. Supervisor's Role in Motivation

Supervisor's needs to have a HR skill to assess the motives and needs of their employees and ability to contribute in fulfilment of these motives and needs. Though modern day's employees have complex motives and needs yet management may study and identify the sources for motivating their employees.

## II. Motivational Survey in the Organization

We have conducted the survey to assess the prevailing motivational level of its employees and to identify the areas which need special attention to motivate employees. The focus of instrument was on staff level employees in the organisation.

### A. Objective of the Motivational Survey

The motivation survey was conducted for the following purpose:

1. To help in improving the efficiency, productivity and morale of the employees.
2. The lower score in any dimension indicate the area of the concern for the management.
3. Different departments within the organization can be compared on the different dimensions of organizational climate.

### B. Research Methodology & Data Collection

A survey was taken in the nylon and polyester thread manufacturing unit having the employees strength of around 500 using Udai Pareek's instrument "Motivational

Organizational Assessment (Climate) to assess the motivational level of staff level employees.

### III. HYPOTHESIS

The study was conducted based on the hypothesis that the organisation has:

1. Dominant motivation level - Achievement
2. Back up motivation level- Expert.

The questionnaire was used as data collection instrument to analyze the motivational climate of the organization that in turn reflected in the behavior of the employees.

The instrument had measured 6 dimensions of motivation and 12 dimensions of organizational climate. The each dimension of organizational climates had 6 statements, representing one to six motives.

The individual had ranked each statement in each category from 6 (most like the situation in your organization or department) to 1 (least like the situation in your organization or department).

#### A. Six Motives in Organization Climate

##### 1. Achievement

This motive is characterized by the drive for excellence to achieve in relation to standards set by others or by oneself, setting of competitive goals, awareness of barriers that might be encountered.

##### 2. Affiliation

This motive is concerned with developing and maintaining close interpersonal, informal, friendly relationship.

##### 3. Expert

This motive is characterized by a concern for making an impact on others, a desired to make people to do what one thinks to be right, a fire to change as and when required and to develop people.

##### 4. Control

This motive is concerned with a desire to be in centre, to be informed and to control the whole show.

##### 5. Extension

This motive is characterized by concern for others, interest in subordinate's development.

##### 6. Dependency

This motive is concerned with the desire to develop oneself with the help of others, to look at the superior for help in crises.

#### B. Dimensions of Organizational Climate

1. Orientation
2. Interpersonal Relationship
3. Supervision
4. Problem Management
5. Management of Mistakes
6. Conflict Management
7. Communication
8. Decision Making
9. Trust
10. Management of Rewards
11. Risk Taking
12. Innovation and change

The forms were circulated to around 100 staff level employees and in return around 72 forms were received duly filled and 3 forms were rejected. The score of each form was transferred into the matrix representing 6 motives and 12 dimensions vertically and horizontally respectively.

Each vertical column of matrix was added to calculate the total score of each motive that must be between 12 to 72 and then total score was averaged out.

The index number of each motive was calculated using the formula:

$$\text{Index} = (S-12) * 1.72$$

where, S= Average of each vertical column

Once the index was calculated, the dominant and back up motive was identified for each dimension of organizational climate. Dominant motive was the highest number assigned to the particular dimension and Back up was the second highest number.

The score of all the forms was transferred into the matrix and index value was calculated company-wide to assess the dominant and back up motives.

Table 1: Survey Results.

Motives	Benchmark	Result (In terms of Index)
Achievement	100.20	49.85
Expert	80.16	50.94
Extension	60.12	43.87
Control	40.28	50.34
Dependency	20.04	60.18
Affiliation	0	45.42

The result of the survey had shown the result which was against the hypothesis taken in the beginning of the study:-

Dominant motivation level – Dependency (60.18)

Back up motivation level - Expert (50.94)

In detail, the survey result had reflected the following attitude of the superior and the subordinates in the organisation:

Table 2 :

S. No.	Superior	Subordinate
1	Wants to be self-centred	Mainly concern with established rules and regulations
2	Expects subordinates ask for instructions and suggestion	Strong informal relationship with superior
3	Decisions are made at the top management and communicated downward	Tendency to refer problems to the superior. No risk taking
4	Issues instructions and expect them to be carried out	Loyalty is rewarded

### IV. Suggestions

The management needs to take the measures to develop the achievement motive as the dominant motive in the organization. In this fast changing business scenario where every organization is talking about quality, empowerment, optimum utilization of resources the emphasis need to be changed to achievement motive through:

1. Business like relationship among employees.
2. Empowering employees.
3. Developing employees to accept challenges.
4. Right type of information as and when required.
5. Rewarding excellence in performance and accomplishment of tasks.

#### V. Limitations

- The questionnaire was lengthy hence employees were less interested to participate in the survey.
- Employees had shown less interest as questions were related to superiors and subordinate relationship.

#### VI. Conclusion

The above study highlights how by assessing the present motivational level of its employees, we can easily find out the areas which need special attention to motivate employee. Building the environment of trust, developing confidence and empowering subordinates can not only improve the relationship in the organization but also motivates employees to contribute 100% in the organization success.

Through this survey we have tried to explain how we can make our asset (employees), a Valuable Assets.

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