

To identify the Motivational factors among the Employees of AICTE Approved Institutions in Indore

Ms. Rizwana Qureshi
Assistant Professor
Swami Vivekanand Group of
Institution, M.P. , India

Ms. Shikha Agrawal
Assistant Professor
Swami Vivekanand Group of
Institution, M.P. , India

Ms. Shilpi Mehta
Assistant Professor
Swami Vivekanand Group of
Institution, M.P. , India

Abstract

Every organization and business wants to be successful and have desire to get constant progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee motivation challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment. The focus of this study is to understand and find out the factors that motivate the employees and how an organization through its employees can achieve success and effectiveness. The purpose of the study is to find out factors that contribute in motivating the employees. The more the employees are motive to tasks accomplishment higher will the organizational performance and success

Keyword: Motivation, relationship, success

1. INTRODUCTION

Now a day's employees have been hired, trained and remunerated and also need to be motivated for better performance. Motivation in simple terms may be understood as the set or forces that cause people to behave in certain ways. People are motivated rewards something they can relate to and something they can believe in. Times have changed People wants more. Motivated employees are always looking for better ways to do a job. It is the responsibility of managers to make employees look for better ways of doing their jobs. Individuals differ not only in their ability to do but also in their determinations to do, or motivation managers who are successful in motivating employees are often providing an environment in which appropriate goals are available for needs satisfaction. Retaining and motivating workers requires special attention and the responsibility falls squarely on the shoulders of HR as well as managers and supervisors at all level. They have to create a work environment where people enjoy what they do, feel like they have a purpose and have pride in the mission of the organization. It requires more time, more skill, and managers who care about people. It takes true leadership. By giving employees special tasks, you make them feel more important. When your employees feel like they are being trusted with added responsibilities, they are motivated to work even harder so they won't let the company down.

Motivation is finding a need inside the employees and help to achieve it in a smooth process. Motivating the staff leads to broaden their skill to meet the organizational demands. Each manager should have the responsibility to work with the staff to find out their individual needs and put them side by side to the organization needs.

It is not just the matter of how motivated the staff are, but also how prepared they are for the job. Good performance depends on whether staff able to do things, or whether they are willing to do things. The level of performance depends on the level of motivation that stimulates someone to work and carry out the necessary tasks to achieve the goals.

The managers have to learn to place the right person in the right place. A person should be given the role where they can use their skills and abilities and be concentrated towards the organization's goals and personal goals. Misplacements can cause dissatisfaction, less motivation, less concentration that leads to turnover and shortage of staff, commitment of mistakes, and loss to the organization. The motivation is important in any workplace and it is personal and different for each employee. Depends on different needs; different strategies will be created to satisfy these needs. Several need and motivation theories have been discussed in the study to clarify what might affect the motivation. So, without motivation nothing unique will ever happen that allows the organization to specialize with its production.

1.1 All India Council for Technical Education

All India Council for Technical Education (AICTE) was set-up in November 1945 as a national level Apex Advisory Body to conduct survey on the facilities on technical education and to promote development in the country in a coordinated and integrated manner. And to ensure the same, as stipulated in, the National Policy of Education (1986), the AICTE Bill was

introduced in both the Houses of Parliament and passed as the AICTE Act No. 52 of 1987. The Act came into force w.e.f. March 28, 1988. The statutory All India Council for Technical Education was established on May 12, 1988 with a view to proper planning, formulation and maintenance of norms and standards, quality assurance through accreditation, funding in priority areas, monitoring and evaluation, maintaining parity of certification and awards and ensuring coordinated and integrated development and management of technical education in the country. The purview of AICTE (the Council) covers programs of technical education including training and research in Engineering, Technology, Architecture, Town Planning, Management, Pharmacy, Applied Arts and Crafts, Hotel Management and Catering Technology etc at different levels.

1.2 RATIONALE OF THE STUDY

The study covered faculties of AICTE approved institutions in Indore. These Institutions are facing tough competition in their field from competitors because the number of colleges in Indore has increased tremendously in the past few years. As a result of this, there is growing need of high-level performers and competent employees. They are finding more lucrative options in other organizations. Hence to decrease turn over and boost the morale of its employees, Institutions need to find out what these employees want; what is important to them and what will satisfy them. These answers can help Institutions to develop strategies and implement various interventions for retaining good performers in the Institutions and attaining organizational objectives.

1.3 OBJECTIVES OF THE STUDY

The present study will be carried out by keeping in view the following objectives.

- 1) To determine the workplace **motivational factors**.
- 2) To analyze the **weight** of each factor in order to find out what is the preference of professionals for achieving higher level of motivation.

2. LITERATURE REVIEW

2.1 Definition of motivation

According to Dessler (1980, p.55) "motivation is both one of the simplest and most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way that they feel leads to rewards. So motivating someone should be easy: just find out what he or she wants and hold it out as a possible reward".

The term motivation refers to goal directed behavior. Goal directed behavior, are characterized by the process of selecting and directing certain actions among voluntary activities to achieves goals. (Chung) Ray and Wieland (1985) stated that motivation is the force within a person that makes him/her act in a certain way to achieve some goal.

According to Bagraim, Cunningham, Potgieter and Viedge (2007:69), the concept motivation refers to the force within us that arouses, directs and sustains our behaviour. The first part of the definition, arousal, is about the energy that drives our behaviour. The second part of the definition is about the choices we make between different behaviours to achieve our goal, the direction of our behaviour. The third part of the definition is concerned with how long we are willing to persist at attempts to meet our goals, to sustain our behaviour. Griffin and Moorhead (2009:83) motivation is the set of forces that causes people to engage in one behaviour, rather than some other alternative behaviour. Mills et al (2006:210) define work motivation as the individual's desire to direct and sustain energy toward optimally performing, to the best of his or her ability, the task required in order to be successful in a work position.

2.2.1 Hierarchy Needs of Abraham Maslow's Theory of Need

Abraham Maslow proposed the theory called hierarchy of needs theory. Maslow believed that within every individual, there exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need. The five levels of needs, according to Maslow are:

- 1. Physiological Needs.** These needs are essential to sustain life include food, water, air and sleep. According to Maslow's theory, if these needs are not met, then all other needs will not felt or be a source of motivation.
- 2. Safety Needs.** This refers to the need to feel safe from physical and emotional harm. These needs include medical insurance, job security, financial reserves.

3. Social Needs. These needs are concerned with social interactions with others. The individual needs to feel a sense of belonging, affection, acceptance, and friendship.

4. Esteem Needs. Esteem is concerned with the feelings of self-confidence derived from achieving something and the sense of belonging. Esteem needs may be classified as internal or external. Internal esteems are these related to respect and achievement. External esteem needs are those such as social status and recognition that comes with the achievement.

5. Self-Actualization Needs. This level of needs is concerned with achieving ones full potential and dreams. Unlike lower level needs, this need is never fully satisfied; as one grows psychologically there are always new opportunities to continue to grow. This needs include truth, justice, and wisdom.

2.2.2 ERG Theory

ERG theory, developed by Clayton Alderfer, is a modification of Maslow's hierarchy of needs; Alderfer proposed that basic human needs may be grouped under three categories, Existence, Relatedness, and Growth. The theory's name is based on the first letter of each need.

Existence: Refers to our concern with basic material existence motivators. Physiological and safety needs (such as hunger, thirst and safe condition)

Relatedness: Refers to the motivation we have for maintaining interpersonal relationships. Social and external esteem needs (such as involvement with family, friends, co-workers and employers).

Growth: Refers to an intrinsic desire for personal development. Internal esteem and self actualization need (such as the desire to be creative, productive and to complete meaningful tasks).

The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them. ("**Business Management Articles**", April 10, 2009)

2.2.3 Two-Factor Theory of Fredrick Herzburg

The two-factor theory of motivation includes hygiene factors and motivators. The theory explains the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these desires. Herzberg labeled factors causing dissatisfaction of workers as "hygiene" factors, and factors that causing satisfaction of workers as "motivator" factors

A) Hygiene factors This included company policies, supervision, working conditions, salary, and safety and security on the job. Examples would be when people felt they weren't paid enough, didn't like their supervisors, were not happy about their working conditions or were insecure in their jobs. However, if they felt that the maintenance factors were satisfactory, that is, their pay and other working conditions were good; they only maintained current levels of production and efficiency.

B) Motivator factors They are factors that are intrinsic to the job, such as achievement, interesting work recognition, increased responsibilities, advancement, and growth opportunities.

1. Achievement – Personal accomplishment or the feeling of having done a job well.

2. Recognition – Being recognized for the efforts and accomplishments by receiving a company reward, promotion, or salary increase.

3. Participation – Being involved in some responsibility of the work like making decisions and suggestions for the organization.

4. Growth – Challenge of the job itself; and the chance to learn skills acquire knowledge, and achieve development and advancement.

As more varied tasks are included in the job under the job enrichment program, the work is made more interesting and challenging, the jobs becomes more satisfying and the employees more productive.

2.2.4 ADAM'S EQUITY THEORY OF MOTIVATION

It was psychologist J.S. Adams who pioneered the application of the equity theory to the workplace. The equity theory is the only theory of motivation that includes a social component. It discusses the social comparison that people make when they compare their inputs (which includes anything which the individual views as his personal 'investment' in his organization e.g. their effort, hours worked, quality of their work, training/education etc.) with the outcomes (that includes any return resulting from their job e.g. salary, more responsibility, benefits, recognition etc.) they receive (Bagraim et al, 2007:87).

According to Mukherjee (2009:156), equity theory is essentially a social comparison theory, which emphasizes that people always judge themselves on the basis of comparison with others.

People perform these evaluations by comparing the perceived fairness of their employment exchange (input-outcome ratio) to that of other employees' employment exchange (input-outcome ratio).

If people perceive their input-outcome ratio to be equal to that of relevant others with whom they compare themselves, a state of equity is said to exist. When they perceive the ratio as unequal, they experience equity tension. It is important to note the use of the word perceived rather than actual input or outcome.

3. METHODOLOGY

The present research titled "A Comparative Analysis of the Factors Determining Motivational Level of Male and Female Employees of AICTE approved Institutions in Indore" was conducted during the year 2011-12 in Indore city of Madhya Pradesh State. The universe for the study was restricted to the Indore city in Madhya Pradesh. Forty Seven colleges offering the Engineering Courses in city were contacted for the selection of the sample. The criteria for selection of the respondents for the study were the full time employed Faculties in the Engineering colleges of Indore city. The total sample size was comprised of 100 Faculties, who were selected by random sampling method from the selected colleges.

Data collection was carried out with the prior permission of the Principal or Head of Department. Since the respondents were highly educated, questionnaire was considered to be the most suitable instrument for the data collection, using a five-point Likert-type scale ranging from 1 "strongly disagree" to 5 "strongly agree"

4. Results and Interpretation

Reliability Measurement

Cronbach's Alpha is the most widely used measure of reliability, which assesses the consistency of a scale. The generally agreed upon lower limit for Cronbach's Alpha is 0.7, although it may decrease to 0.60 in exploratory research. The variables used resulted in a Cronbach's Alpha value of 0.835 which is greater than 0.7, thus, establish the reliability of the scale.

KMO Measure of Sampling Adequacy & Bartlett's Test of Sphericity

KMO measure of sampling adequacy is an index used to test the data is appropriate to apply Factor Analysis. The minimum required KMO is 0.5. The index for this data is .837 & chi-square statistics is significant ($0.000 < 0.05$), concluding that, the factor analysis was appropriate.

Factor Analysis: Factor analysis carried out as, Rotated Component Matrix, converged in 8 iterations. 12 variables were reduced to 4 factors which were as follows:

Factor 1: External motivators (Total Factor Load: 3.218)

First factor is **External motivators (3.218)**. This factor was constituted of **Salary** – what you are paid monthly. (.863). **Flexible hours**- employees can choose when they work (.797). **Leadership** – a trustworthy and respectful leader who leads by example (.784) and **Rewards** - that are linked to performance and valued by the employee (.774) This factor has the maximum factor loadings which indicates that the employee is motivated by the salary, flexible hours matters a lot for an employee, A dynamic leader can motivate the employee in a right direction and Rewards motivate the employee to do the job more efficiently.

Factor 2: Job Oriented (Total Factor Load: 2.782)

Second factor is **Job Oriented (2.782)**. This factor was constituted of **Job characteristics** - a job that is interesting and Challenging (.885), **Chances for promotion**- opportunities within the Organization (.684), **Recognition and appreciation** – of employee achievements and performance. (.651) and **Job security** – confidence about future within the Organization (.562). The factor loadings of this factor indicates that an employee is motivated by a job that is interesting and challenging to him, Promotional chances motivates the employee to work with more enthusiasm, regularly appreciating and making the employee feel recognized also motivates him and of course a job security makes the work environment suitable for the employee.

Factor 3: Work Culture (Total Factor Load: 2.129)

Third factor is **Work Culture (2.129)**. **Working conditions** – quality of equipment, office environment etc. (.770) **Feedback** - that informs employees of their level of performance and progress towards achieving their goals. (.755). **Empowerment**- responsible for own work. (.604). Although working conditions and work culture matters a lot to the employee but they don't contribute much in the motivation of the employee as compared to the other factors. The feedback also has not that importance as sometimes the report give by

the boss is partial and rather de motivate the employee. Therefore the factor loadings of this factor are not that much as compared to the first and the second factor.

Factor 4: Internal Motivators (Total Factor Load: .866)

Fourth factor is Internal Motivators (.866). This factor was constituted of only one variable that is **opportunity to learn new skills-** to enhance skills and ability to improve performance. (.866). though there should be always an opportunity to learn more and to add new skills but the employees are least motivated by this factor as it has the lowest factor loadings.

5. Conclusion

The importance of employee motivation is now being recognized by all the major organizations as it has a significant impact on the overall performance of the organization. For any organization to achieve its goals it is important to keep their employee motivated and satisfied. When employees are motivated the individual quality and quantity of performance increases which directly has a positive effect on the overall performance of the organization. Employee motivation leads to job satisfaction which also plays an important role in increasing the overall efficiency of the organization. The presence of these factors may not be as important but the absence of these factors can have an adverse affect on the organizational performance.

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Annexure

Table 1
Reliability Analysis

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.835	.724	12

Table 2

Table 3
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.074	50.614	50.614	6.074	50.614	50.614	3.130	26.079	26.079
2	1.313	10.945	61.559	1.313	10.945	61.559	2.395	19.957	46.037
3	1.006	8.386	69.945	1.006	8.386	69.945	2.233	18.609	64.645
4	1.000	8.333	78.278	1.000	8.333	78.278	1.636	13.633	78.278

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.837
Bartlett's Test of Sphericity	Approx. Chi-Square
	343.288
	df
	66
	Sig.
	.000

Extraction Method: Principal Component Analysis.

Scree Plot

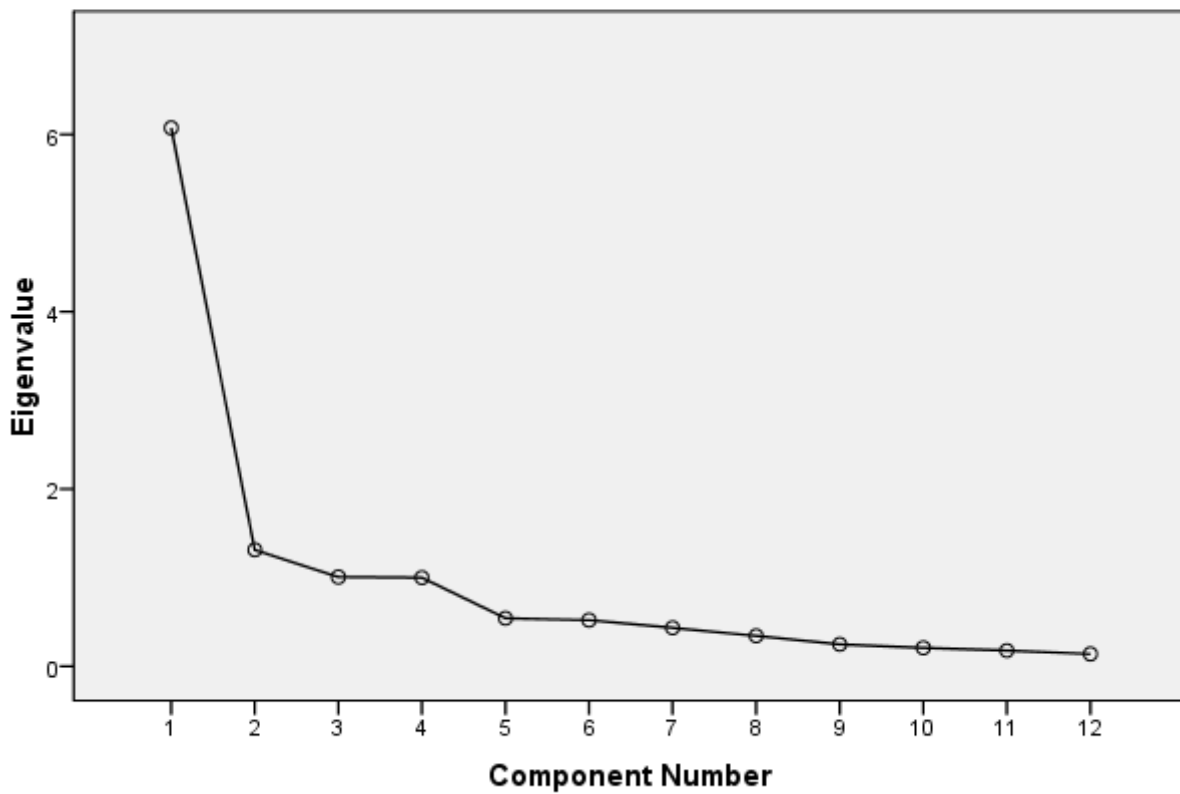


Table 4

Rotated Component Matrixa

	Component			
	1	2	3	4
F1	.863			
F1	.797			
F1	.784			
F1	.774			
F2		.885		
F2		.684		
F2		.651		
F2		.562		
F3			.770	
F3			.755	
F3			.604	
F4				.866

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Factor Name	Statements	Factor Loading
External motivators	Salary – what you are paid monthly	.863
	Flexible hours - employees can choose when they work	.797
	Leadership – a trustworthy and respectful leader who leads by example	.784
	Rewards - that are linked to performance and valued by the employee	.774
Job Oriented	Job characteristics - a job that is interesting and Challenging	.885
	Chances for promotion - opportunities within the Organization.	.684
	Recognition and appreciation – of employee achievements and performance.	.651
	Job security – confidence about future within the Organization	.562

Table 5

Work Culture	Working conditions – quality of equipment, office environment etc	.770
	Feedback - that informs employees of their level of performance and progress towards achieving their goals.	.755
	Empowerment - responsible for own work.	.604
Internal Motivators	Opportunity to learn new skills - to enhance skills and ability to improve performance.	.866

Factor Analysis Table