

Motivation as a Strategy to enhance Organizational Productivity

Singh Satyendra Kumar

Saipem India Projects Limited, Elegance Tower, 6th floor, Jasola District Centre, Off Mathura Road, New Delhi-110025, INDIA
sty_singh@yahoo.com

Abstract

An organization can enhance its productivity without any substantial cost addition if it can motivate its people to contribute their best to accomplishing organizational tasks. This requires planning and implementing the motivation strategy effectively and successfully. If the motivation strategy can be formulated and implemented effectively and successfully, then it results into more work given the same inputs thus increasing the productivity of the organization. However, this is one of the most challenging tasks for the managers of an organization. This is because they have to first identify the factors which can motivate the people. For this they have to understand the behaviour of the people at the work as work behaviour of the people is a clear indicator of what needs they try to satisfy in work place. This study deals with various work behaviours of the employees of an organization and how those behaviours are related with needs of the people which they try to satisfy through their work; and different motivation strategies in different situations.

Keywords: Motivation, Strategy, Behavioural Indicators, Motivation Strategy.

Introduction

Motivation may be defined as psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort and a person's level of persistence in the face of obstacles.² Motivation strategy is a vital and key strategy to enhance productivity of an organization with no substantial cost addition. By devising and implementing an effective motivation strategy, people can be motivated to produce more work given the same inputs thus increasing the productivity of the organization.⁴ On the other hand, de-motivation among the people brings about decline in performance, insincerity, irresponsibility, lack of commitment, absenteeism and attitude problem, thus, eroding the productivity of the organization.

Challenges of Motivating the People

Motivating employees to contribute their best efforts to achieve organizational goals and objectives requires that managers make it possible for employees to satisfy their

needs by making such contributions.¹ However, this is one of the most challenging tasks for the managers of an organization because they have to first identify the needs that the employees try to satisfy at work. Identifying a list of needs that is both sufficiently comprehensive and workable is not easy.¹ There are no defined rules or guide lines whereby the managers can identify those needs.

Moreover, different employees have different needs to satisfy through their work which further complicates the managers task to identify those needs. It requires a high degree of human skill and creativity on the part of managers to identify them. Then, they have to create conditions and work environment which facilitate the employees to satisfy their needs at the work place. Managers have to be innovative and participative in the approach to create such conditions and work environment. Moreover, all the needs can not be satisfied as some of them may be against the interest of the organization as a whole and therefore, must be discouraged, but without de-motivating the employees having such needs which itself is a challenging task.

Employee Need, Work Behaviour and Motivation Strategy

Work behaviour of employees is a clear indicator of the need or motives they try to satisfy through their work. Therefore, it is imperative to understand these behavioral indicators in order to devise and implement a successful motivation strategy.⁴ Some of these behavioural indicators are described in the table 1.^{1,2,4}

Power and affiliation needs vis-a-vis effectiveness of managers

While other employees in the organizations may be influenced by some or all of the above mentioned needs, the managers and top level executives are mainly influenced by affiliation and power needs.

A study conducted by McClelland and Burnham³ investigated the comparative effectiveness of the managers dominated by three motives i.e. affiliation, personal power and institutional power. Findings of the study suggest that institutional power manager is most effective as his power need is directed towards the benefit of the organization. The personal power manager develops less of a sense of responsibility among the sub-ordinates and therefore, is less effective. The managers with need for affiliation are least effective as they may be so bent on being liked that they are

Table 1
Behavioural Indicators and Motivation Strategy

Motive/Need	Meaning	Behavioural indicators	Motivation Strategy
Achievement	A concern for excellence, a willingness on the part of the person to do things to meet a particular standard of excellence.	Persons influenced by this motive are generally dynamic, take challenging tasks and set high goals. They work hard to achieve those goals. Such people derive pleasure and satisfaction from doing difficult and challenging tasks with high quality standards set by themselves.	Giving autonomy to employees, granting them promotions, recognizing and rewarding their accomplishments.
Status and prestige	A desire to be respected and treated with difference by others.	This kind of people like to show authoritarian tendencies when they work with others. They may be categorizing people into status groups and interacting with them selectively and differently.	This need should not be encouraged as it does not serve the interest of the organization as a whole. However, it is very difficult to eliminate it completely in the actual practice. Therefore, the person should be motivated to keep a balance between his/her need and organization's interest.
Power	A need to gain control over others or to be superior to others.	<p>People with dominance of this motive want to be in the positions where they can influence or control others. The need for power can manifest in two quite different styles:</p> <p>One type emphasizes personal power. Such types of people strive to be dominant and evoke great personal loyalty. They influence others more out of their own personal need to dominate than out of requirement of organizational task situation.</p> <p>The other type emphasizes institutional power. People dominated by this need channel their efforts at influencing others not towards personal submission but an impersonal commitment to doing what the organizational task requires.</p>	Such people should be given adequate power to discharge their responsibilities in line with organization's mission, goals and objectives. However, they should be discouraged to misuse the power to serve their own personal interests and against the organization's interests.
Affiliation	A need for establishing and maintaining warm and affectionate relations with others.	People dominated by this need enjoy the company of others. They pay more attention to others and their feelings. Such people are friendlier, more comfortable in interaction and more disposed to make contacts with people.	Promoting good interpersonal relations and organizing social functions such as company picnics and holiday parties. However, too much of this need is not good for the organization because it indicates person's tendency to value relationships more than tasks. A balanced approach is required so that affiliation need results into better team

			spirit on one hand and does not hamper the task on the other.
Recognition	A need to be recognized for one's accomplishments.	People with this need work hard to accomplish the task assigned to them. They try to make their presence felt and strive to get attention through excellence in the assigned work.	Appreciation of the person's work, positive feed back from the superior.
Extension	A need to be helpful and co-operative to others.	People having this motive enjoy helping and co-operating with others. They look for opportunities where they can be of help to others.	Providing them the opportunities to train, guide and coach others through seminars, workshops, mentorship programs etc.
Independence	A desire to do things individually and to be one's own self.	People with dominance of this need like to make decisions on their own without seeking anyone's approval. They prefer to have freedom and dislike interference from others including superiors.	Creation of a work environment wherein undue interference from others is avoided and people have the freedom to plan their own strategies for doing the things under the guidance provided by their superiors.
Activity	A desire to constantly do the things.	Person dominated by this need is always active, a hard worker and is always engaged in some task.	Person should always be actively involved in the organizational tasks.
Aggression	A desire to dominate others and demonstrate one's own strength.	People high in this need are argumentative, talk loud, quarrel and want always to win over others through these means.	People having this need should be counseled and persuaded to channel their energies to productive use i.e. to achieve organizational goals and objectives rather than showing aggression.
Dependence	Opposite to independence, a need to consult others before making any decision.	People with high levels of this need always look for directions from others, can not make any independent decision and seek protection from someone.	Too much dependence on others erodes person's productivity and efficiency as he/she lacks decision making capability and self confidence. Therefore, the person should be motivated to have a balanced approach so that this need is limited to bare necessity e.g. following the instructions and guidance from superiors, observing company rules and regulations, etc.
Safety	A need for security, stability and a safe working environment	People having this need generally express it by their frustration at lack of job security, economic security etc. They may also express it by forming unions and associations, working hard or better and other means of avoiding the arbitrary loss of chance to work and earn a living.	Providing them job security, life insurance, adequate medical benefits, safe working conditions and superannuation benefits.
Existence	Basic needs for food, water, clothing and shelter that must be met for a person to survive	People influenced by this need expect enough pay for their survival and raise their voice if their survival is at stake.	Providing them a level of pay that enables them to buy food and clothing and have adequate housing.

Source: Hampton¹; Jones and George²; School of Management Studies⁴

often “wishy-washy” and unwilling to make some decision which is necessary in the interest of the organization but will make some one unhappy or generate hostility.³

Conclusion

As different people in an organization have different needs or motives to satisfy while contributing to accomplishing organizational tasks, they can be motivated in different ways to deliver their best. Therefore, no single motivation strategy can motivate all the people of the organization. Different motivation strategies must be devised and implemented for the people at different levels of organizational hierarchy i.e. junior, middle and senior levels. Broadly speaking, the people at junior level have the needs such as existence, safety and dependence and those at middle level have independence, extension and recognition needs. The senior level executives have affiliation, power, status and prestige and achievement needs. The needs like aggression and activity may be common to junior as well as middle

levels. Further, at each level, different strategies must be devised and implemented for different categories of people in terms of their needs or motives. The table 1 describes different motivation strategies for different motives/needs of the people.

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(Received 8th April 2012, accepted 10th June 2012)

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