

MOTIVATION – A KEY FACTOR IN ENTERPRISES

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[Abraham Maslow's 'hierarchy' of needs' states that once the lower level needs like food, shelter, safety, love are fulfilled human strive for higher level needs like self esteem and growth. But motivation is a very complex issue and people may be looking for higher level needs even when lower level needs are unfulfilled and attempting to take care of lower level needs would not create motivation. In depth study is required and steps like reducing working time, increasing wages, benefits, counseling etc would not work to create motivation. Brainstorming is necessary to analyse the steps involved in a job and make changes with elements of challenge involved in performing the job. This continuous process of enrichment of jobs would create sustained motivation.]

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The psychology of motivation is tremendously complex, and what has been understood with any degree of assurance is small indeed. But the dismal ratio of knowledge to speculation has not dampened the enthusiasm for further research in this very critical area of human behaviour

The simplest, surest, and most direct way of getting someone to do something is to ask him directly but if the person does not respond then that calls for psychological consultation to determine the reason for such behaviour.

We may propose three actions

- 1) arrange for psychological counseling
- 2) give the person monetary benefits or
- 3) train the person so that he finds the

benefit of proper attitude to work.

It will be worthwhile here to discuss the concepts of 'hierarchy of needs' enumerated by Abraham Maslow. One of the most challenging jobs of a manager is to understand what motivates his subordinates or colleagues to work at their full potential. This understanding only can lead to designing an organisation which inspires people to give their best.

The motivational model developed on the basis of hierarchy of needs by Abraham Maslow in the 1940-50's remains valid today for understanding human motivation, management training, and personal development.

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Maslow described the hierarchy in the following steps starting with lower order needs progressively moving to higher orders.

1. Biological and Physiological Needs:

These are very basic needs such as air, water, food, shelter, warmth, sex, sleep etc. When these are not satisfied we feel sickness, irritation, pain, discomfort and these feelings motivate us to activate them. Human being can think about other needs only when these basic needs are satisfied.

2. Safety Needs:

Safety needs have to do with establishing stability. These needs are protection from elements, security, law, order, stability etc.

3. Belongingness and Love Needs:

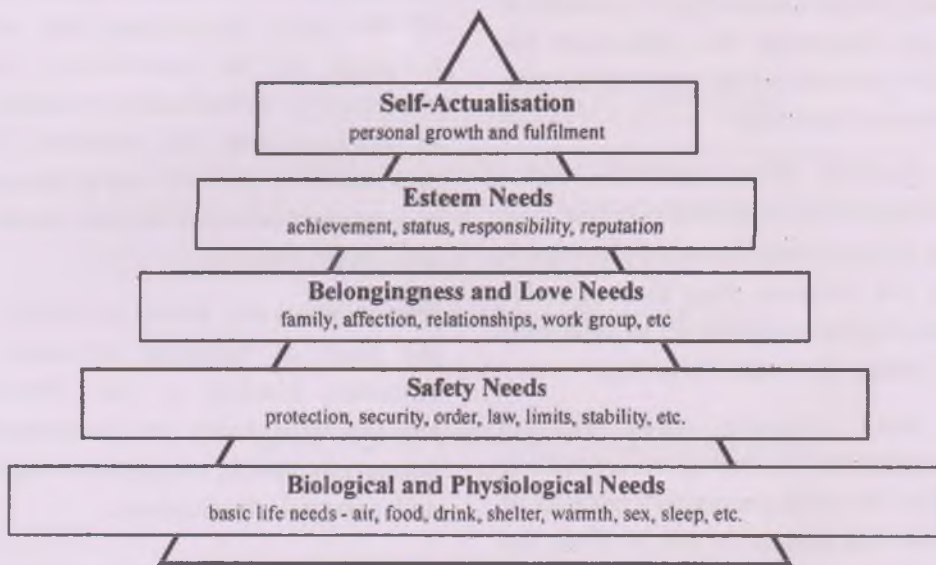
Humans love belong to groups, family and have the desire to be loved and have good relations at home and workplace.

4. Esteem Needs:

These needs arise out of a person's sense of self-achievement and self esteem. The other aspects, which give rise to such needs, are desire for mastery in one subject or skill, sense of status and independence, prestige, higher responsibility etc.

5. Self Actualization Needs:

Needs that come out of realization of personal potential, self-fulfillment and personal growth.



Maslow's Hierarchy of Needs
(original five-stage model)

When the lower level needs are fulfilled man strives to get to the next level and so on. As biological, safety and love needs are fulfilled urge for the higher level needs like esteem and personal growth become important.

Parallely the concept of KITA which means generate a kick in the person comes somewhat from the ideas of need of humans. We can discuss here some of the outcome of the KITA which means 'kick in the

There are various forms of KITA, and some of them are :

Negative physical KITA. This is a literal application of the term and was frequently used in the past. It has, however, three major drawbacks: (1) it is inelegant; (2) it contradicts the precious image of benevolence that most organizations cherish; and (3) since it is a physical attack, it directly stimulates the autonomic nervous system, and this often results in negative feedback-the employee may just kick you in return.

Negative psychological KITA. This has several advantages over negative physical KITA. As the cruelty is not visible; the bleeding is internal and comes much later.

But it is for sure that Negative KITA does not lead to motivation, but to movement

Positive KITA. Here we say that if you succeed in performing some function then you will be rewarded, promoted etc. Unlike the negative KITA which is the push from behind that causes movement it is frontal pull that works in positive KITA.

Some of the positive KITA practices are mentioned below:

1. Reducing Time Spent at Work. Includes provision of leisure periods during working hours, arrangement of off-hour recreation programmes. But the fact is that motivated people seek more hours of work not fewer.

2. Increasing Wages. Some analysts feel that by this method don't get motivated to work but to seek the next wage increase.

3. Fringe Benefits. Same effect as increase of wages.

4. Human Relations Training. It is history that such training have failed to motivate people. The failure of human relations training to produce motivation led to the conclusion that supervisors or managers themselves were not psychologically true to themselves in their practice of interpersonal decency. So an advanced form of human relations KITA, sensitivity training, was unfolded.

5. Sensitivity Training. Those who have become opportunistic exploiters of the technique, as a failure to really

conduct proper sensitivity training courses, are now explaining the failure of sensitivity training.

With the realization that there are only temporary gains from comfort and economic and interpersonal KITA, personnel managers concluded that the fault lay not in what they were doing, but in the employee's failure to appreciate what they were doing. This opened up the field of communications, a whole new area of "scientifically" sanctioned KITA.

6. Communications. The professor of communications was invited to join the faculty of management training programs and help in making employees understand what management was doing for them. House organs, briefing sessions, supervisory instruction on the importance of communication, and all sorts of propaganda have proliferated until today there is even International Council of Industrial Editors. But no motivation resulted, and the obvious thought occurred that perhaps management was not hearing what the employees were saying. That led to the next KITA.

7. Two-way Communication.

Management ordered morale surveys, suggestion plans, and group participation programs. Then both employees and management were communicating and listening to each other more than ever,

but without much improvement in motivation.

The behavioral scientists began to take another look at their conceptions and their data, and they took human relations one step further. A glimmer of truth was beginning to show through in the writings of the so-called higher-order-need psychologists. People, so they said, want to actualize themselves. Unfortunately, the "actualizing" psychologists got mixed up with the human relations psychologists, and a new KITA emerged.

8. Job Participation. Though it may not have been the theoretical intention, job participation of ten became a "give them the big picture" approach. For example, if a man is tightening 10,000 nuts a day on an assembly line with a torque wrench, tell him he is building a Chevrolet. Another approach had the goal of giving employees a "feeling" that they are determining, in some measure, what they do on the job. The goal was to provide a sense of achievement rather than a substantive achievement in the task. Real achievement, of course, requires a task that makes it possible.

But still there was no motivation. This led to the inevitable conclusion that the employees must be sick, and therefore to the next KITA.

9. Employee Counseling. Counseling in this instance was a means of letting

the employees unburden themselves by talking to someone about their problems. Although the counseling techniques were primitive, the program was large indeed.

But many of these programs, like all the others, do not seem to have lessened the pressure of demands to find out how to motivate workers.

Since KITA results only in short-term movement, it is safe to predict that the cost of these programs will increase steadily and new varieties will be developed as old positive KITAs reach their satiation points.

Hygiene vs. Motivators

The perennial question is how to install a generator in an employee. A brief review of motivation-hygiene theory of job attitudes is required before theoretical and practical suggestions can be offered.

Studies, with corroboration from many other investigations using different procedures, suggest that the factors involved in producing job satisfaction (and motivation) are separate and distinct from the factors that lead to job dissatisfaction. Since separate factors need to be considered, depending on whether job satisfaction or job dissatisfaction is being examined, it follows that these two feelings are not opposites of each other. The opposite of job satisfaction is not job dissatisfaction

but, rather, no job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but no job dissatisfaction.

Stating the concept presents a problem in semantics, for we normally think of satisfaction and dissatisfaction is opposites-i.e. What is not satisfying must be dissatisfying, and vice versa. But when it comes to understanding the behavior of people in their jobs, more than play on words is involved.

Two different needs of human beings are involved here. One set of needs can be thought of as stemming from humankind's animal nature the built-in drive to avoid pain from the environment, plus all the learned drives that become conditioned to the basic biological needs. For example, hunger, a basic biological drive, makes it necessary to earn money, and then money becomes a specific drive. The other set of needs relates to that unique human characteristic, the ability to achieve and, through achievement, to experience psychological growth. The stimuli for the growth needs are tasks that induce growth; in the industrial setting, they are the job content. Contrariwise, the stimuli inducing pain-avoidance behavior are found in the job environment.

The growth or motivator factors that are intrinsic to the job are : achievement,

recognition for achievement, the work itself, responsibility, and "growth or advancement. The dissatisfaction-avoidance or hygiene (KITA) factors that are extrinsic to the job include: company policy and administration, supervision, interpersonal relationships, working conditions, "salary, status, and security.

Case study I

A manufacturing unit is engaged in producing machines. It has its own fabrication shop, machine shop and assembly & testing shop. Each shop has its own manager with supervisors leading groups of skilled workmen under them. The company has regular performance appraisal systems to appraise all the staff of the organization.

Every year the exercise starts from April and finished within August. Each employee is assessed by two assessors= one his direct boss and other the divisional head whom the direct boss was reporting to. The two sets of assessment are evaluated by the human resource department and then the appraisal interview takes place in presence of the HR representative, the employee concerned and the assessors. The results of the interview are used to determine the future position of the employee, his remuneration and his

training needs.

In the appraisal format points are given on a scale of 1 to 10 in key Ares like output, quality of work, knowledge, conduct, leadership, discipline etc.

A production supervisor was efficient up to a certain level but recently he was found to be irregular in duties and failing to deliver results. He was promoted also recently so monetary difficulties are ruled out. The appraisal interview revealed that his health was not going well and his mother who was looking after the family was sick and it was not possible for him to attend office regularly and with full concentration.

As a first attempt some horizontal changes (discussed later in this article under "job loading") were made in his job by changing his attendance timings from 7.30 in the morning to 9.30 AM. But this did make things worse as some very important portion of his responsibility between 7 to 9.30 AM was given to someone else and he was loosing job satisfaction.

Then another change was made by giving him responsibilities of planning the job for few workstations instead of looking into direct production. The arrangement was ok with him for sometime but in the long

run he started having inferiority that he has been removed from a direct supervision job. This time he started being irregular due to dissatisfaction with the job.

The problem of the HR department with the employee still not resolved. Lots of analysis was made, continuous counseling was done and it was understood that a combined solution of his problem at home and his dissatisfaction of the job has to be found out or the employee is as good as lost.

Solution was available with the requirement of a technical person with production experience in the Head Office of the company in the ERP cell.

So Mr. Basu was moved to HO immediately. His office timings changed to 10 AM, his travel time to office reduced by half an hour and he got the job of mapping the functions he was looking after on the floor in the ERP.

The company is not only having Mr. Basu as satisfied and productive employee today but a vacancy also got filled up for which the company would have to hire someone with minimum one and half times the salary.

The above is a success story of "job enrichment"(discussed later) and also

considering the hygiene factors that may affect the motivation of an employee. Here the biological, safety and the belongingness & love needs (Maslow's hierarchy of needs discussed earlier) were playing havoc with employee's motivation.

Eternal Triangle

There are three general philosophies of personnel management. The first is based on organizational theory, the second on industrial engineering, and the third on behavioral science.

Organizational theorists believe that human needs are either so irrational or so varied and adjustable to specific situations that the major function of personnel management is to be as pragmatic as the occasion demands. If jobs are organized in a proper manner, they reason, the result will be the most efficient job structure, and the most favorable job attitudes will follow as a matter of course.

"Industrial engineers hold that humankind is mechanistically oriented and economically motivated and that human needs are best met by attuning the individual to the most efficient work process. The goal of personnel management therefore should be to concoct the most appropriate incentive system and to design the specific working conditions in a way that facilitates the most efficient use of the human machine. By structuring jobs in

a manner that leads to the most efficient operation, engineers believe that they can obtain the optimal organization of work and the proper work attitudes.

Behavioral scientists focus on group sentiments, attitudes of individual employees, and the organization's social and psychological climate. This persuasion emphasizes one or more of the various hygiene and motivator needs. Its approach to personnel management is generally to emphasize some form of human relations education, in the hope of instilling healthy employee attitudes and an organizational climate that is considered to be felicitous to human values. The belief is that proper attitudes will lead to efficient job and organizational structure.

There is always a lively debate about the overall effectiveness of the approaches of organizational theorists and industrial engineers. Manifestly both have achieved much. But the nagging question for behavioral scientists has been: What is the cost in human problems that eventually cause more expense to the organization for instance, turnover, absenteeism, errors, violation of safety rules, strikes, restriction of output, higher wages, and greater fringe benefits? On the other hand, behavioral scientists are hard put to document much manifest improvement in personnel management, using their approach.

The three philosophies can be depicted as a triangle, with each persuasion claiming the apex angle. The motivation-hygiene theory claims the same angle as industrial engineering, but for opposite goals. Rather than rationalizing the work to increase efficiency, the theory suggests that work be enriched to bring about effective utilization of personnel. Such a systematic attempt to motivate employees by manipulating the motivator factors is just beginning.

The term job enrichment describes this embryonic movement. An older term, job enlargement, should be avoided because it is associated with past failures stemming from a misunderstanding of the problem. Job enrichment provides the opportunity for the employee's psychological growth, while job enlargement merely makes a job structurally bigger. Since scientific job enrichment is very new, this article only suggests the principles and practical steps that have recently emerged from several successful experiments in industry.

Job Loading

In attempting to enrich certain jobs, management often reduces the personal contribution of employees rather than giving them opportunities for growth in their accustomed jobs. Such endeavors, which I shall call horizontal job loading {as opposed to vertical loading, or

providing motivator factors), have been the problem of earlier job enlargement programs. Job loading merely enlarges the meaninglessness of the job. Some examples of this approach, and their effect, are:

Challenging the employee by increasing the amount of production expected. If each tightens 10,000 bolts a day, see if each can tighten 20,000 bolts a day. The arithmetic involved shows that multiplying zero by zero still equals zero.

Adding another meaningless task to the existing one, usually some routine clerical activity. The arithmetic here is adding zero to zero.

Rotating the assignments of a number of jobs that need to be enriched. This means washing dishes for a while, then washing silverware. The arithmetic is substituting one zero for another zero.

Removing the most difficult parts of the assignment in order to free the worker to accomplish more of the less challenging assignments. This traditional industrial engineering approach amounts to subtraction in the hope of accomplishing addition.

These are common forms of horizontal loading that frequently come up in preliminary brainstorming sessions of job enrichment. The principles of vertical loading have not all been worked out as yet, and they remain rather general,

Case Study II.

In a manufacturing organization similar to the one mentioned earlier one supervisor was getting demotivated as he was feeling that he was not doing job commensurate with his capabilities.

There were several sessions with HR representative to solve the issue but the employee out of his frustration created several unfortunate situations with his colleagues and ultimately he was removed from the factory (negative KITA) and posted with a sister concern.

Surprisingly this man's problem was that he always felt to be suppressed by others and in the smaller size sister concern he got more recognition as he had no person in parallel position. He started showing better results and ultimately proved to be very successful.

This is a case of psychological effect of the environment and may not be generalized. Here 'esteem needs' are predominant in the employee even if the lower level needs is not fully met.

Steps for Job Enrichment

Now that the motivator idea has been described in practice, here are the steps that managers should take in instituting the principle with their employees:

1. Select those jobs in which (a) the investment in industrial engineering does not make changes too costly, (b) attitudes are poor, (c) hygiene is becoming very costly, and (d) motivation will make a difference in performance.

2. Approach these jobs with the conviction that they can be changed. Years of tradition have led managers to believe that the content of the jobs is sacrosanct and the only scope of action that they have is in ways of stimulating people.

3. Brainstorm a list of changes that may enrich the jobs, without concern for their practicality.

4. Screen the list to eliminate suggestions that involve hygiene, rather than actual motivation.

5. Screen the list to eliminate any horizontal loading suggestions.

6. Avoid direct participation by the employees whose jobs are to be enriched. Ideas they have expressed previously certainly constitute a valuable source for recommended changes, but their direct involvement contaminates the process with human relations hygiene and, more specifically, gives them only a sense of making a contribution. The job is to be changed, and it is the content that will produce the motivation, not attitudes about being involved or the challenge inherent in setting up a job. That process will be

over shortly, and it is what the employees will be doing from then on that will determine their motivation. A sense of participation will result only in short-term movement,

7. In the initial attempts at job enrichment, set up a controlled experiment. At least two equivalent groups should be chosen, one an experimental unit in which the motivators are systematically introduced over a period of time, and the other one a control group in which no changes are made. For both groups, hygiene should be allowed to follow its natural course for the duration of the experiment. Pre and post-installation tests of performance and job attitudes are necessary to evaluate the effectiveness of the job enrichment program. The attitude test must be limited to motivator items in order to divorce employees' views of the jobs they are given from all the surrounding hygiene feelings that they might have.

8. Be prepared for a drop in performance in the experimental group the first few weeks. The changeover to a new job may lead to a temporary reduction in efficiency.

9. Expect the first-line supervisors to experience some anxiety and hostility over the changes you are making. The anxiety comes from their fear that the changes will result in poorer performance for their unit. Hostility will

arise when the employees start assuming what the supervisors regard as their own responsibility for performance. The supervisor without checking duties to perform may then be left with little to do.

After successful experiment, however, the supervisors usually discover the supervisory and managerial functions they have neglected. These functions, however, had come to be performed in a routine, unsubstantial fashion. After the job enrichment program, during which the supervisor were not merely passive observers of the assistants' performance, the supervisors actually were devoting their time to reviewing performance and administering thorough training.

What has been called an employee-centered style of supervision will come about not through education of supervisors, but by changing the jobs that they do.

Conclusion

Job enrichment will not be a one-time proposition, but a continuous management function. The initial changes should last for a very long period of time. There are a number of reasons for this:

The changes should convert the job into a dynamic one and bring the job up to the level of challenge commensurate with the skill of the persons concerned.

Those who have still more ability eventually will be able to demonstrate it better and win promotion to higher level jobs. This will remove the possibility of getting the innovative persons frustrated.

The very nature of motivators, as opposed to hygiene factors, is that they have a much longer term effect on employees' attitudes. Perhaps the job will have to be enriched again, but this will not occur as frequently as the need for hygiene.

Not all jobs can be enriched, nor do all jobs need to be enriched. If only a small percentage of the time and money that is now devoted to hygiene, however, were given to job enrichment efforts, the return in human satisfaction and economic gain would be one of the largest dividends that industry and society have ever reaped through their efforts at better personnel management.

The logic of job enrichment can be summarised in the following way.

Employees engaged in a job should be utilized to the maximum. If certain employees can't be utilized for reasons of de-motivation, they should either be removed through automation or replaced with persons of lesser capability. If none of the above is possible i.e. they can't be removed and can't be utilized also then there will be problem of motivation.

References :

- Assorted HR Journals
- Case Studies

- Osland and Turner, "The Organisational Behaviour Reader" - 9th Edition, Prentice Hall, Upp. Saddle River, NJ, 2011.