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Factors For Continued Long Service Of Indian Managers

A.S. Balgir

Individual needs range from basic physiological requirements to self-actualisation and employee's behaviour in an organisation is motivated by the desire to satisfy these unfilled needs. An enlightened management recognises the need for integrating employee's interests with organisational interests. This paper attempts to find out main motivational factors, in order of their priority that dominate the mind of an Indian manager, while continuing service in the present organisation.

Basically, there are two types of needs, namely, primary needs like food, clothing, shelter, air etc. called physiological needs and secondary needs like safety, security, feelings of belongingness, recognition, esteem, self-fulfilment etc. called psychological needs. These needs are universal among people but their intensity varies from person to person. Primary needs are easy to recognise but secondary needs are more vague and varying since they represent needs of mind and spirit of an individual. They are invariably conditioned by education, experience, nature of job, socio-cultural traditions etc. and are often hidden.

They change according to time and circumstances. They are also developed as one matures. Once a need is reasonably satisfied, another one emerges and becomes the basis of satisfaction. Therefore, a satisfied need is not a motiva-

tor. Only unsatisfied needs can influence the future behaviour of a person.

Human motives are expressions of needs of a person; hence they are more personal and internal. Motives of all types and intensities influence one another and motivate a person. As secondary needs are often hidden, they are difficult to recognise in a person. This makes motivation process quite difficult for any management.

Almost all conscious behaviour is either motivated or caused. Employees bring varying patterns of needs and motives into their work culture. Unless these needs and behaviour patterns are understood and practiced by management, they can work counter to the organisational interests. Therefore, it is the responsibility of management to offer opportunities to their employees to satisfy personal needs in a way that leads to successful accomplishment of organisational objectives.

Various studies have been conducted to identify important motivational factors of Indian managers. Their findings reveal that these factors are related to recognition for good work and accomplishment, personal growth and development, authority for decision-making, job security, promotion, monetary benefits, prestige of an organisation etc. The present study is an attempt to understand Hygiene-Motivational factors as postulated by Herzberg, based on

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their need priorities that dominate the minds of Indian managers while continuing service in their respective organisations.

Methodology

The present study covered public and private sector organisations. Twenty two undertakings—eleven public and eleven private—located in different parts of India were selected for this study. Majority of the organisations surveyed were manufacturing units dealing in consumer durables, non-durables and industrial products. Managers working at lower, middle and top levels of management in different functional areas were selected. Due to uncertainty about the manager's response, convenience sampling technique was followed in the selection of the managers. In order to distribute questionnaires in an organisation, a known person working in the managerial cadre of the organisation was approached to work as an investigator. He was requested to give representation to managers belonging to different states of India. A minimum of three respondents and maximum of ten respondents were selected from each state. Where the number of respondents fell below three, the investigator was also requested to include himself in the survey.

The questionnaire was pretested on managers working at different levels in a Ludhiana based organisation. Necessary modifications were made on the basis of their comments and suggestions. 490 questionnaires were despatched to the respective investigators alongwith covering letters. Only 144 managers (29.4%) returned filled-in questionnaires. Out of this, 85 managers were from public sector and 59 from private sector.

In order to study main motivational factors, a relevant question with ten alternatives was asked. Selection of alternatives was partially based on Herzberg's Hygiene-Motivational factors. The last alternative was left open-ended so that respondents could add any other factor of their choice. The respondents were requested to rank

all factors in descending order, assigning 1 to the most important, 2 to the second most.....10 to the least important factor. Weights were assigned to each rank in reverse order i.e. 10 weights were given to the most important factor.....and 1 to the least important factor. In mathematical terms :

Weighted average mean score for a particular response:

$$x_w = \frac{\sum x.w}{\sum w}$$

where x_w = Weighted average mean
 w = Weight assigned
 x = Number of respondents checking the response.

The question is reproduced below :

Question : What are your main considerations for continuing service in the present organisation? Rank your considerations in descending order, assigning 1 to the most important..... 10 to the least important consideration.

- i) Pay ()
- ii) Job satisfaction ()
- iii) Friendship circle ()
- iv) Job security ()
- v) Promotion prospects ()
- vi) Personal life ()
- vii) Designation/ position ()
- viii) Posting nearer to home-town ()
- ix) Advanced age/ At the verge of retirement ()
- x) Any other (please mention) ()

Data Analysis

The weighted average mean score of each factor, in order of their preference, is shown in the Table 1.

Table 1
Considerations For Continuous Service In Present Organisation

Rank	Factors	Weighted Average Mean		
		Total (N=144)	Public Sector (n=85)	Private Sector (n=59)
1.	Job Satisfaction	17.05	9.34	7.71
2.	Pay	16.74	10.05	6.69
3.	Job Security	16.27	10.71	5.56
4.	Promotion Prospects	14.26	8.43	5.83
5.	Personal life	13.96	8.56	5.40
6.	Designation/Position	12.11	6.93	5.18
7.	Friendship circle	11.63	5.91	5.72
8.	Posting nearer to hometown	9.96	6.07	3.89
9.	Advanced age	4.09	2.33	1.76
10.	Any other factor	3.49	2.15	1.35

The above table reveals that Indian managers are strongly motivated by three important factors, namely, job satisfaction (17.05), pay (16.74) and job security (16.27), while serving. Fair chances of promotion (14.26), happy personal life (13.96) and high designation (12.11) also

considerably.

On the other hand, private sector managers attach much importance to job satisfaction (7.71), emoluments (6.69) and better chances of advancement (5.83). Friendship circle (5.72), job security (5.56), happy personal life (5.18), posting nearer to hometown (3.89), advanced age (1.76) do not motivate them much.

It is the responsibility of management to offer opportunities to their employees to satisfy personal needs in a way that leads to successful accomplishment of organisational objectives.

Other Factors Of Motivation

There are managers (3.49) whose main criteria of serving respective organisations has been different than the above mentioned factors. They have added the following consideration for continuing service in their respective organisations :

motivate them. Factors like friendship circle (11.63), posting nearer to home-town (9.96), advanced age (4.09) and other factors (3.49) do not influence them much.

Public sector managers are highly influenced by job security (10.71), pay (10.05) and job satisfaction (9.34). Other factors like happy personal life (8.56), promotion chances (8.43), status (6.93), posting nearer to hometown (6.07) and advanced age (2.33) do not motivate them

- An alternative job providing higher emoluments is not in hand.
- Learning and gaining specialised experience.
- Under bond of service.
- A good company to work for.
- Parents and wife are also serving here.

- Parents and wife are also serving here.
- Participation in decision-making.
- Favourable climatic conditions at the place of work.
- Joined recently.

Findings

The above discussion leads to the conclusion that job satisfaction, salary, job security, better chances of promotion, happy personal life, high designation/position, friendly social circle are some of the motivating factors, in that order, which strongly influence Indian managers. Posting nearer to hometown, advanced age are not important considerations.

Public sector managers are dominated by different set of values compared to private sector managers. Public sector managers seek high job security, better emoluments, high job satis-

faction, comfortable family life, better chances of promotion, in that order, from their work environment whereas private sector managers expect high job satisfaction, sufficient pay and perks, better promotion prospects, friendly social circle and job security, in that order, from their respective organisations.

The analysis of above need priorities shows that job satisfaction, pay and job security dominate the minds of Indian managers. Fulfilment of primary needs are as important as the satisfaction of secondary needs irrespective of the fact whether they serve private or public sector undertakings. In other words, irrespective of the nature of service organisation, both hygiene and motivational factors influence the minds of Indian managers. However, it could be said that private sector managers aspire more for the fulfilment of higher order needs compared to public sector managers while continuing service in their respective organisations. ■