

MOTIVATIONAL ASPECTS FOR A MODERN WOMAN EMPLOYEE IN DELHI-AN EMPIRICAL ANALYSIS

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Abstract

The present study is an attempt to understand the factors that motivate a modern woman employee in an organizational setup. The study is based on primary data (questionnaire) collected from women working in diverse fields in Delhi, India. The study is of immense significance in the light of two extremely important considerations, one being the very highly motivated workforce is likely to contribute in a better way to the goals of the organization. Two, as the number of women employed/seeking employment is increasing, there is need to give importance to the motivational aspects of the women.

Key words: Employee Motivation, Women Employee, Employee, Motivation, Job Satisfaction

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I. INTRODUCTION

‘What motivates employees to work?’ is an important question that every organization is interested in understanding. Every organization is interested in keeping its employees motivated as there is a direct correlation between levels of employee motivation and contribution to the organization performance/ productivity. In an organizational setup, a clear line of distinction can be drawn between the employees on the basis of their motivational levels. It can be observed that some individuals are extremely motivated and self-directed towards their work while others may not be so.

The importance of the current study lies not only in the fact that it discusses some of the important factors contributing to motivation, but also in that, it has given specific importance to the factors contributing towards the motivation of the modern women employees. This has an added relevance in the view of the fact that the number of women gaining higher education and seeking employment is increasing day by day.

The present study is based upon a primary database formed on the basis of responses given to a questionnaire by women employees in Delhi.

The remaining part of the study is divided into six sections. The II section discusses the review of literature. The III section presents the objectives and hypothesis of the study. The IV section discusses the research methodology and the results of the analysis are presented in section V. The VI section concludes the results. In the last section, the VII section the limitations of the present study and scope for future research are discussed.

II. Review of Literature

Henry H. Morgan¹ presents the summary of a number of theories of employee motivation, like the need hierarchy theory given by Maslow, Theories X and Y given by Douglas McGregor, Motivational Factors Dr. Frederick Herzberg, etc. According to the author, job satisfaction, maintaining communication, recognizing individual differences, Creating an Environment, know yourself, learning roles, avoiding Obsolescence are the key to employee motivation and tools of effective leadership. The author stresses the role of a manager as that of a catalyst that starts a chain reaction in an organization.

Harris F. Seidel² has examined the role of recognition on employee motivation. According to him employees look for more than just money. In fact, money is not even the first on the list. After the basic needs of food, shelter, and clothing have been met, the employee searches for something deeper from his work. He looks for a sense of satisfaction and fulfillment from what he does. This includes self-realization; acceptance; and a real sense of purpose. In fact, it is stated that man can survive a long time under extremely difficult conditions where even the basic needs are lacking. However, he will not survive long without a sense of purpose in his life.

Even in a highly pay-motivated society, there are other and more valid ways of appealing to or meeting man's need for satisfaction in his job and in his life. The only real way to get people to do more of something or to do it better is to make them want to do so. Thus, motivation and recognition must be administered as a blend of textbook tenets with social and human values.

The study by Bradley E. Wright³ represents a test of a conceptual model predicting how the organization's work context might influence work motivation. Using the framework provided by goal and social cognitive theories, this model of work motivation assesses whether aspects of the organizational work context, such as greater goal conflict, procedural constraints, and goal ambiguity, may have a detrimental effect on work motivation through their influence on three important antecedents of work motivation: job goal specificity, job difficulty, and self-efficacy. Although the findings of a covariance (LISREL) analysis of state government employee survey data suggested a few minor modifications to this model, the results indicated that the theoretical framework can identify specific leverage points that can increase work motivation and, therefore, productivity in the public sector.

In another study, Bradley E. Wright⁴ has reviewed the literature on work motivation in the public sector. In the article, Bradley has presented current psychological research on work motivation, as well as the theory and empirical evidence regarding the unique characteristics of public organizations and employees, and developed a revised public-sector model of work motivation that emphasizes variables such as procedural constraints, goal content, and goal commitment suggests that, although work motivation is just one factor that influences performance, it is a critical moderator between performance and such other factors as ability or

situation. Productivity improvement requires more than just customer service, technology, decentralization, or process reengineering. Whether these approaches succeed or fail will depend largely on the motivation of the employees who have been asked to implement them. In recognition of this, work motivation has been and continues to be a prominent area of interest to both psychologists and business scholars. Unfortunately, work motivation has failed to achieve similar interest among public-sector scholars. Greater attention should be given to work motivation if for no other reason than that a better understanding of work motivation is essential to any efforts to understand or even improve the efficiency and effectiveness of public organizations (Rainey and Steinbauer 1999). Much existing research in the public sector that is relevant to work motivation has been grounded primarily in humanistic 580/J-PART, October 2001

Sita Mishra & Bindu Gupta⁵ examined the work-motivators being used by the Indian retail firms is to keep employees motivated and satisfied. The job motivators were examined for front line sales personnel and their effectiveness in terms of employees' satisfaction. Data were collected from 114 sales employees belonging to 10 retail stores in the National Capital Region. The most important motivators used by retail stores were: working conditions, skill development, recognition, role clarity, career growth and support from management. The results of regression analysis conducted for the study, indicated compensation, working conditions, and support from management as the most significant predictors. The study also ascertained a significant relationship between tenure with the organization and motivators. Employees with more tenure with present organization rated skill development ($M = 4.41$) and support from management ($M = 4.45$) higher compared to less experienced employees. Working conditions and work life balance were rated higher ($M = 2.44$; $M = 3.94$, respectively)

Sally Coleman Selden and Gene A. Brewer⁶, have tested the 'high performance cycle' theory proposed by Edwin A. Locke and Gary P. Latham. They have assessed the empirical adequacy of the high performance cycle among senior federal executives, using attitudinal data from the U.S. Office of Personnel Management's 1991-1992 Survey of Federal Government Employees. According to the results, the highlighted relationships are that between individual performance and contingent rewards, and the relationship between contingent rewards and job satisfaction. In

the high performance cycle, rewards follow rather than precede performance. The model implies that rewards will not necessarily encourage high performance in the future unless such performance is first emitted-an event that cannot occur without specific and challenging demands (Locke and Latham 1990b). Once high performance is emitted, rewards can be used as an incentive to reinforce and perpetuate this behavior. Second, researchers have long puzzled over the weak relationship between job satisfaction and individual performance, so they will be interested in Locke and Latham's re-specification of this causal relationship. The model predicts that high performance will lead to job satisfaction when rewards are commensurate with performance, and the empirical analysis supports this re-specification. Thus, the immediate value of job satisfaction is to increase organizational commitment and reduce turnover-factors that are necessary to create and sustain a cycle of high performance

According to Christopher Michaelson⁷, meaningful work is an important work motivator.

III. Research Objectives and hypothesis

Employee motivation, being a very significant factor behind the success of an organization, has attracted significant research to determine the factors that contribute in keeping the employees motivated to perform. The present study at the following objectives:

1. To determine the factors that play a significant role in motivating women employees.
2. To determine whether intrinsic factors have a greater impact in motivating women employees or the extrinsic factors.

Keeping in view the above objectives, the following propositions are formulated:

1. Earnings and fringes have the maximum impact in the motivation to work for the female employees
2. Extrinsic factors have a greater impact on the motivation of the women employees.

IV. Research Methodology

The present study is based on primary data. Keeping in view the objectives of the research, a questionnaire was developed consisting of the personal information of the female employees and factors affecting motivation. The factors affecting motivation were divided into two categories:

the Intrinsic Factors and the Extrinsic Factors. The intrinsic factors consist of those factors directly concerned with the job itself and various aspects directly related to doing it while the extrinsic factors are those that are either the outcome of the job or the external environment in which the job is to be performed.

The questionnaire was sent to a number of female employees at various positions, with different academic qualifications(graduation being Post-graduation) and job roles, through email or in person. Responses were received from 50 employees. Percentage Motivation scores were calculated in two stages, by averaging the respondent's scores given to various factors. In the first stage, the motivation score were calculated separately for intrinsic and extrinsic factors following formulae:

1. Calculation of the Mean Motivation Scores for the intrinsic factor.

$$MMS_{int} = \frac{\sum_1^{50} \left[\frac{S_i}{4} * 100 \right]}{50}$$

Where,

MMS_{int} = The Mean Motivation Score for the Internal Factors

s_i = Score given by each individual for each internal factor.

2. Calculation of the Mean Motivation Scores for the extrinsic factors.

$$MMS_{ext} = \frac{\sum_1^{50} \left[\frac{S_e}{8} * 100 \right]}{50}$$

Where,

MMS_{ext} = The Mean Motivation Score for the Internal Factors

S_e = Score given by each individual for each internal factor.

In the second stage, the overall Mean Motivation scores were calculated using the following formula:.

$$MMS_{ovr} = \frac{\sum_1^{50} \left[\frac{S_o}{\sum_1^{12} S_o} * 100 \right]}{50}$$

Where,

MMS_{ovr} = The Mean Motivation Score for the Internal Factors

S_o = Score given by each individual for each internal factor.

The scores so obtained, were ranked in two stages, first using the internal scores and then using the overall scores.

V. Analysis of data

For the analysis of the data, individual motivation scores were calculated in percentage terms from the absolute respondent scores and these were then averaged to find the Mean Motivation scores. The tables numbered 1 and 2 that follow, present the Mean Motivation Scores and the ranks calculated for the MeanMotivation Scores.

Table 1: Motivation Scores and Internal Ranks

Factor	Mean Motivation Score (%)	Internal Rank
<i>A. Intrinsic Factors</i>		
1. The work itself	27.8	1
2. Capacity to do the work I am doing	25.25	3
3. Responsibility or independence	26.52	2
4. Chance for advancement	20.43	4
<i>B. Extrinsic factors</i>		
1. Earnings and fringes	15.4	2
2. Job security	17.31	1
3. Working conditions	12.26	4
4. Hours of work to be devoted for your job	11.98	5
5. Supervision	10.22	7
6. Interpersonal relationships	11.41	6
7. Union	6.42	8
8. Work keeps you busy	15	3

An analysis of the internal ranks calculated from the mean motivation scores, suggests that out of all the internal factors, the female employees give maximum importance to the work itself that they are doing and second best importance is given to the responsibility or independence in their job. As regards to the extrinsic factors, it is interesting to note that, maximum importance has been given to job security and earnings and fringes have been given only the second best importance, with union obtaining the last importance.

Table No. 2: Mean Motivation Scores and Overall Ranks

Factor	Mean Motivation	Overall Rank

	Score (%)	
1. The work itself	10.65	1
2. Capacity to do the work I am doing	9.4	5
3. Responsibility or independence	10.04	3
4. Chance for advancement	7.79	7
5. Earnings and fringes	9.49	4
6. Job security	10.57	2
7. Working conditions	7.71	8
8. Hours of work to be devoted for your job	7.53	9
9. Supervision	6.41	11
10. Interpersonal relationships	7.21	10
11. Union	4.03	12
12. Work keeps you busy	9.16	6

An analysis of the overall ranks calculated from the Mean Motivation Scores, suggests that out of all the factors taken together, the female employees have given maximum importance to the work itself that they are doing and second best importance is given to the job security while the third importance is given to Responsibility or independence enjoyed by them in their job. Union has obtained the last rank.

VI. Conclusion

The study draws our attention towards very interesting and enlightening results. The study began with the hypothesis that female employees give maximum importance to earnings and fringes associated with their job. However, the rankings obtained show that they give maximum emphasis to the work itself and the second most important factor is the job security. The fact that earnings and fringes enjoy the fourth position in the rankings reveals that this is not the most important factor contributing towards the women employee motivation. The fact that ability to work independently has scored the third position and is above the ranking obtained by earnings and fringes, it can be clearly said that female employees give maximum importance to the intrinsic factors rather than extrinsic factors. The results of the study are extremely important in

enhancing the employer's understanding of the expectations of the employees, specially the women employees. If the employer is able to cater to the needs of the employee, the employee also will contribute efforts to the organization in the best possible way.

VII. Limitations of the study and scope for future reserch

However, the study has its own limitations. The area of employee motivation is very vast. The present study has concentrated only on certain most important factors contributing towards motivation of women employees. The database being limited the results cannot be generalized, although they have given important indications about the true factors impacting motivational aspects of working women in Delhi. Future studies can widen the data base of the study and also establish certain important relationships between salary and motivation levels, job loyalty / attrition rates and motivation levels, which will require a much more comprehensive database.

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Appendix

Questionnaire

Motivational Aspects for a Modern Woman Employee in Delhi

I. Personal Details

Name:

Age:

Contact Number:

Marital Status:

Living in nuclear or joint family:

Number of members in the immediate family:

Age bracket of the dependents in the family:

Elderly:

Kids:

How do you manage your dependents with your job :

II. Professional Details:

Institution/Organization:

Government or non-government sector:

Nature of post: Teaching/Non - teaching

Designation:

Department (if any):

Annual Salary:

Job Timings:

Working days of the week:

If married, whether your spouse is into business or service:

Annual Earnings/Salary:

III. What motivates you to work/ be employed?

(kindly rate the following [A-C] on a scale of 1-10 as per the following details:

1-3 not a very important factor, 4-5 important factor, 6-8 very important factor, 9-10 most motivating factor)

A. Intrinsic factors

The work itself:

Capacity to do the work I am doing:

Responsibility or independence:

Chance for advancement:

Other intrinsic factors not classified above:

B. Extrinsic factors

Earnings and fringes:

Job security:

Working conditions:

Hours of work to be devoted for your job:

Supervision:

Interpersonal relationships:

Union:

Work keeps you busy:

Other extrinsic not classified above:

Total extrinsic factors:

C. Factors unclassified above