

Human Resource Motivation for Enhancing Productivity



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Introduction

Motivation is the set of forces that cause people to behave in certain ways. The needs of the employees and how organisations can and cannot satisfy them are fundamental concepts in employee motivation. Productivity of the employees can be increased with Motivation. Anger of the people can be converted in to Productivity by proper Motivation. Various researches revealed that without motivation employee's work at approximately 20-30% of their ability and highly motivated employees can work at 80-90 % of their ability.

Organizations need to fully understand which environmental forces are important and how the importance of others might increase. Development of the organisation and the people are interdependent. The organisation should be genuinely interested in developing the individuals, which ultimately contributes to increase productivity.

Need for Study

The subject of motivation to improve productivity is still not clearly understood in spite of immense research happened worldwide. Furthermore, it was not properly practiced. To understand motivation one must understand human nature itself. Human nature can be very simple, yet very complex too. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace in order to improve the productivity.

The emerging globalization and transition of many functional areas within a large number of organizations to knowledge based working has created fresh challenges for the Human Resources Professionals. To face these challenges the effective Motivation is necessary. In this situation, Motivation has become very important and a major enabler to increase the productivity. It is therefore, pertinent for organizations to comprehend the effectiveness of various Motivation measures. This is the fundamental reason for the study on the effective Motivation and their implications in order to increase the productivity in the organizations.

Aim

This study aims to explore the various management efforts and/ or initiatives that improves employee's moral and motivation in a manner that is conducive to higher productivity and success for the organization.

Objectives

- To examine the Human Resource functions and practices in managing Organizations.
- To review the roll and impact of motivation to increase the productivity.
- To suggest measures for effective motivation to increase the productivity in the selected organizations.

Methodology

The study is based on both primary and secondary sources of data. Primary data was collected with a

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structured questionnaire. Secondary data was collected from various sources in Gulf Cooperation Council states and majorly in Kingdom of Bahrain, from the journals, books, reports, magazines, internet and other available literature in the subject.

A survey was conducted and the opinions of the employees were taken through a structured questionnaire with Survey was conducted based on 41 questions rating on the importance of different aspects of the job against the satisfaction with the same aspects of the job in their existing organization and the survey summary results are show in the Table below.

Q. No.	Question text	Rating of Importance of Different Aspects of the Job					Satisfaction with Aspects of the job in their existing Org.				
		ATP	VI	FI	NVI	NAI	ATP	VI	FI	NVI	NAI
1	Working for a company that is concerned for safety, health and the environment	42%	15%	2%	1%	29%	46%	20%	5%	0%	42%
2	Having a secure job	49%	38%	10%	3%	0%	15%	55%	24%	4%	2%
3	The opportunities for training and self-development	40%	50%	6%	1%	0%	18%	43%	25%	12%	2%
4	Good working conditions, your immediate work environment	37%	53%	10%	0%	0%	17%	58%	19%	6%	0%
5	Good team work	40%	55%	5%	0%	0%	24%	49%	19%	8%	78%
6	Having high quality equipment and technology	25%	54%	19%	1%	1%	16%	61%	18%	5%	0%
7	Getting job satisfaction	46%	48%	4%	1%	0%	9%	55%	27%	9%	1%
8	An employer who has concern for employee welfare	33%	50%	16%	2%	0%	11%	38%	35%	13%	3%
9	Having high productivity	30%	58%	12%	1%	0%	16%	55%	20%	8%	0%
10	Having satisfied customers.	39%	49%	13%	0%	0%	32%	47%	19%	2%	0%
11	Having high quality products	43%	44%	13%	1%	0%	30%	55%	13%	1%	0%
12	Feeling highly motivated	38%	54%	7%	0%	0%	16%	45%	29%	6%	4%
13	Having good promotional and growth opportunities	43%	47%	10%	1%	0%	11%	43%	32%	8%	6%
14	Having good vacation and leave arrangements	21%	47%	26%	5%	1%	10%	47%	34%	6%	2%
15	Having good industrial	18%	48%	30%	4%	1%	13%	47%	29%	8%	3%

16	Having a Joint Labour Committee (JEC)/ labour representation	10%	27%	45%	14%	4%	7%	37%	30%	17%	10%
17	Being consulted about changes.	17%	48%	29%	5%	1%	10%	31%	40%	15%	4%
18	Having effective communication systems	27%	59%	13%	1%	0%	9%	48%	32%	9%	78%
19	Having good communication with immediate supervisor	36%	53%	10%	0%	0%	76%	17%	58%	19%	6%
20	Being kept informed by arrangement about things important to you and your job	41%	48%	10%	0%	1%	18%	48%	25%	7%	2%
21	Having fair pay	48%	41%	9%	2%	0%	20%	38%	27%	10%	5%
22	Having a good physical environment, ergonomic working conditions.	17%	63%	18%	2%	0%	12%	51%	25%	11%	2%
23	Having effective leadership in the firm	39%	49%	10%	1%	0%	16%	51%	23%	9%	2%
24	Having stimulating and challenging work	29%	60%	12%	0%	0%	11%	45%	27%	16%	1%
25	Having the opportunity to be creative	31%	51%	12%	1%	1%	15%	43%	26%	13%	4%
26	Working for a company that does valuable community work	13%	42%	38%	5%	2%	8%	42%	28%	16%	6%
27	Working for a company that encourages you to do good community work	14%	41%	35%	8%	2%	4%	30%	34%	24%	8%
28	Having a good savings/ indemnity scheme	20%	47%	26%	5%	1%	16%	42%	24%	6%	12%
29	Having influence on what happens in the company you work for	16%	49%	29%	5%	75%	6%	35%	35%	16%	8%
30	Having good relations with your immediate boss and subordinates	38%	51%	10%	1%	1%	18%	63%	13%	6%	0%
31	Having good relations with your peers, the people you work with	36%	53%	10%	0%	76%	17%	58%	19%	6%	0%
32	Working for a company which is respected and well regarded by the general public	30%	52%	15%	2%	75%	19%	52%	23%	5%	78%
33	Having good working relationships between employees and management	28%	59%	12%	75%	0%	16%	49%	23%	9%	2%
34	Having variety in the job	18%	47%	30%	5%	0%	10%	43%	36%	10%	1%
35	Having good communication and coordination with other departments.	24%	55%	20%	76%	0%	13%	41%	35%	10%	0%
36	Having good sports and social activities	7%	35%	41%	13%	4%	7%	33%	33%	18%	11%
37	Having recognition and reward (employee involvement) schemes	25%	49%	20%	4%	1%	9%	39%	29%	17%	6%
38	Having an objective performance appraisal scheme	30%	54%	13%	2%	1%	11%	45%	28%	10%	6%
39	Having a housing loans scheme	22%	34%	30%	10%	5%	10%	35%	31%	8%	15%
40	Having good canteen services	11%	25%	40%	20%	4%	8%	32%	31%	15%	14%
41	Having effective disciplinary procedures	18%	51%	23%	5%	4%	9%	43%	32%	13%	2%

ATP : Absolutely top priority , VI : Very Important, FI : Fairly Important, NVI : Not Very Important
NAI : Not At all Important

Data Analysis and Interpretation

The study indicates that employee's level of motivation and productivity is directly linked to a number of management initiatives including:

- Care for health and safety issues and sincere care for the environment. This is commensurate with the people's attitude to issues of global human impact and it indicates that people are willing to exert more effort if such an effort will be of general benefit.
- Maslow's job security remains to be a dominate motivators for people to work despite the fact that in current time, governments and social insurance scheme ensures that minimum living standards are guaranteed. Nevertheless, this highlights a very important area, that job security is extremely important to maintain a certain standard of living. This in itself is a major motivator.
- Training and Development is an effective mean of motivating employees. Most people associate organizational success with personal success.

The study identifies the following fortyone (41) management initiatives that are essential for motivating employees and hence increasing productivity. These actions are:

- Well-defined and planned concern for health, safety and environmental issues
- Job security and stability
- Opportunities for growth and development
- A reasonably good working condition and environment
- Team work
- Being technologically and quality focused
- Job fulfills and/ or enable job satisfaction
- Working for an employer who cares for the employees' welfare
- Having high productivity
- Being able to serve and satisfy customers
- Producing high quality products
- Feeling energized and motivated

- Having good growth and promotional opportunities
- Having good leave and vacation arrangements
- Having good industrial relations
- Having a joint labor committee or employee representation
- Being involved and consulted about change
- Having effective communication systems
- Having good communication with immediate supervisor
- Being kept informed, by management, about things that matter to one's job and future
- Having a fair pay
- Having good physical environment and ergonomic working conditions
- Having effective leadership
- Having stimulating and challenging work
- Being able to be creative
- Working for a company that does valuable work to the community
- Working for a company that encourages its employees to serve the community
- Having a good saving/ indemnity scheme
- Having influence on what happens in the company that ones' work for
- Having good relationship with your work colleagues
- Having good relations with your peers, the people you work with
- Working for a company which is respected and well regarded by the general public
- Having good working relationships between employees and management
- Having variety in the job
- Having good communication and coordination with other departments within the same workplace
- Having good sports and social activities
- Having recognition and rewards schemes
- Having an objective performance and appraisal scheme



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- Having a housing loans scheme
- Having good canteen services
- Having an effective disciplinary system

Having identified these actions, it is important for management to be able to use these initiatives in a manner that increases employee's motivation and moral so that the overall business benefits from higher productivities.

To achieve, the following ways are suggested:

- Management identifies the above initiatives and include them, on a gradual basis, as part of a Balanced Scorecard Performance Indicators system that will capture employees sentiments and measure organizational objectives.
- To revise the existing company's performance appraisal system and include Performance Management System (PMS) and Competency Based Training (CBT) systemso that the jobs are designed to ensure adequate dosage of all the above listed actions, and progressively the complete list.
- To troubleshoot organizational problems by using some or all of the above actions as potential indicators to poor or substandard required productivity.

Limitations

- The analysis is based on the responses given by the respondents and the literature available
- Findings are limited to Bahrain based Petrochemical Industries Company cultures only.
- Research has not considered the influence of demographic aspects in terms of gender, background and nationality of employees.
- A smaller population size
- Employees are of many nationalities and it might have led to different results in different contextual settings.

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