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**Motivation as a tool for productivity in Public sector unit**

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**ABSTRACT**

The success of any organization depends on its employees. If employees are taken good care, the performance & efficiency & productivity level increase. The main objective of this paper is to analyze the motivational level of the executives in the organization & elicit information regarding the various methods used by the personal managers to motivate the executives Primary data as well as secondary data provided for the basis of the study. Primary data was collected from the employees working in the factory, by administering the questionnaire, while using discussion & interview method. The major finding for the paper was that the employees were highly motivated due to good working environment & highly supported by supervisors to perform the task. This paper in Toto has six sections, including this introductory section. The review of literature is presented in the second section and the methodology followed is given in the third section. A brief note on motivation & tools are presented in the fourth section. The motivational factors are discussed in fifth section and the summary of findings and suggestions is presented in the sixth section & conclusion is presented in the last section.

**Key words:** Motivation, productivity, performance & organization.

**1. Introduction**

Motivation can be induced by the employer or reside within the employee. Employees have higher levels of motivation when they perceive that management cares about their welfare, when they are involved in the management process, and when the management-labor environment is positive. Control stifles motivation while involvement creates a more productive environment. If the workers feel they are being treated fairly and with respect, this attitude will develop and guide their behavior in a positive direction. To be motivated, they must be excited about and interested in their jobs. Activities that can gain interest on the part of workers include employee participation committees, task force efforts, and training programs, opportunities for outside education, newsletters, contests, and congratulatory messages from management. The relationship between motivation and productivity can be summarized as that productivity is directly linked to motivation, and motivation is, in turn, dependent on productivity. Suitable motivation of labour can be hypothesized as a key contributor to maximizing workers' productivity. The motivation concept is generally defined as a composition of powers and mechanisms which help to direct human behaviour in a desired manner, or with a more specific context it is described as the all convincing and encouraging actions which help workers fulfill their tasks willingly and to come closer to project objectives. Motivation of the labour force is of paramount importance because

the quality of human performance at the workplace depends largely upon motivation. That is, higher motivation brings higher productivity. Even the smallest action that is positive or negative can have an effect on workers' attitude and motivation. The motivation, especially monetary rather than moral, has proven its influence on the productivity of workers, and the methods of motivating personnel to promote productivity have been demonstrated by Khan (1993) through applications of different human relations theories of motivation.

## **2. Review of literature**

When considering motivators, longevity and effectiveness are important. Motivators such as fear or incentives have effects that can be counterproductive or short-lived. Thus, the use of internal motivational factors needs to be considered (Helminger, 1997). "Beecher once said, 'God made man to go by motives, and he will not go without them any more than a boat without steam, or a balloon without gas. Find out what motivates man, touch that button to turn the key that makes men achieve'" (Helminger, 1997). Because each organization has a distinct personality, managers should try and remove barriers from their organization that cause job dissatisfaction and are a detriment to motivating employees. Factors such as company politics, unproductive meetings, withholding information, and unfairness lead to low morale and overall job dissatisfaction (Robbins & Coulter, 1996). Recent studies have expanded the concept of employee motivation beyond job design and identified issues such as motivating a diverse workforce, pay-for-performance programs, and employee stock ownership plans (ESOPs) (Robbins & Coulter, 1996). Some organizations have management incentive programs under which managers and executive managers pledge to meet certain MBOs by year-end. At the end of the period, their performance is measured against these MBOs and compensation is granted according to the organization's results of operations for the year. These programs work well for management; however, as only a targeted group of employees are allowed to participate, the overall success is debatable.

## **3. Methodology**

In this section the methodology followed by the researcher is for the subsequent section is presented. With a view to achieving the objectives set for the study, the researcher has used combination of exploratory and descriptive research. The data used in this chapter are obtained from primary sources. The data (required for this chapter) are obtained by administering questionnaire to selected employees. The researcher based on his convenience and judgment has chosen simple random sampling method. For collecting the data Interview method has been used.

## **4. Motivation & productivity**

Motivation is defined as the process that account for an individual's intensity direction, and persistence of effort toward attaining a goal. Motivation is considered as one of the important aspect of actuating it is motivation that energizes the behavior of people, while behavior activates action & action leads to actuation. The need leads to motives resulting in motivation. Motivation is a set of processes concerned with the force that energizes behavior & directs it towards achieving some goal. Motivation is the process or the reaction, which takes place in the memory of the individuals. It may be viewed as a combination of forces (motives) maintaining human activity. It is an important function of management to motivate the people working in

organization to perform the work assigned effectively & efficiently. The management must understand the human behavior, if it has to provide maximum motivation to the personnel. Motivation is a hypothetical cause of human behavior. Management should always remember that motivation is an important tool in its hands for achieving the full cooperation of the people in the organizational goals & should use this tool very carefully. The team productivity conjures up different image & interpretation to different people & even segment of society. “in its wider sense it may be said that productivity is the measurement of the economic soundness of the means”. The organized labors have tried to interpret productivity as the value of all output divided by man-hours of work. This assumption is based on the promise that the labors are more productivity, tried to time spent in producing a unit of output is higher than in a situation where this ratio is lower. The important factors that influence the production & productivity of labor are

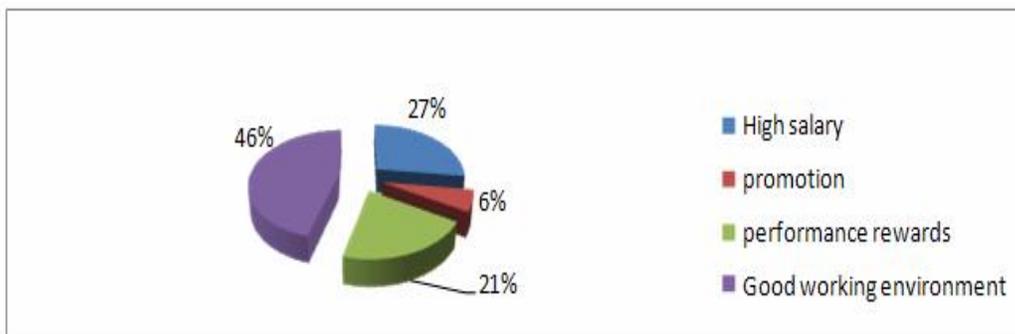
1. Ability of the worker
2. Willingness of worker &
3. The environment under which he has to work.

If these 3 conditions are not found in any industrial set up, the employee tends to stay away from work. This results in short supply of manpower, which in turn affects the production & the productivity of the organization deteriorals.

### 5. Motivational factors

**Table 1:** Major Factors which motivates employee for higher productivity

Particulars	Number of respondents	Percentage
High salary	13	27
Promotion	3	6
Performance rewards	10	21
Good working environment	22	46

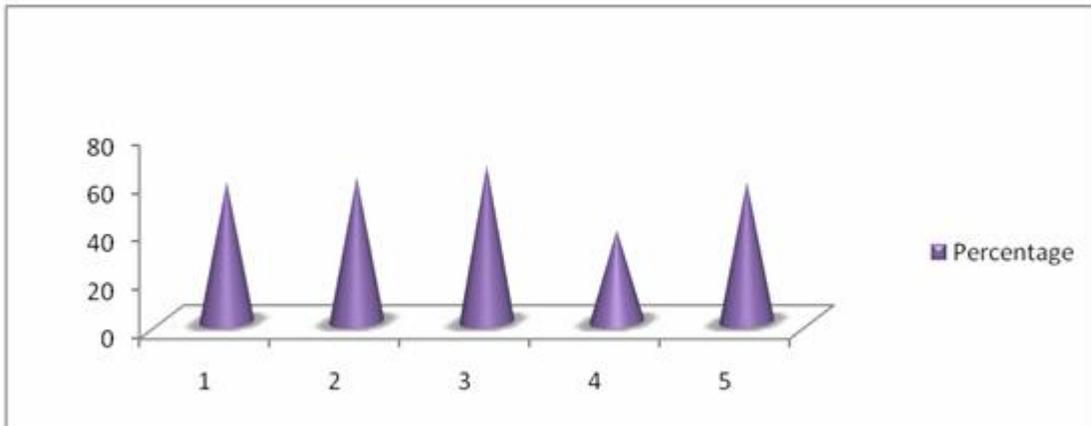


**Figure 1:** Major Factors which motivate employees

From the above Table & figure 1 we can infer that for the employees working in the PSU the major factors which motivates employees for higher productivity are good working environment condition 46% & high salary is 27%.

**Table 2: Job interest & involvement factors**

Particulars	Number of respondents	Percentage
Job security	28	58
Company policy	29	60
Interpersonal relationship	31	65
Supervisor	18	38
Working environment	28	58

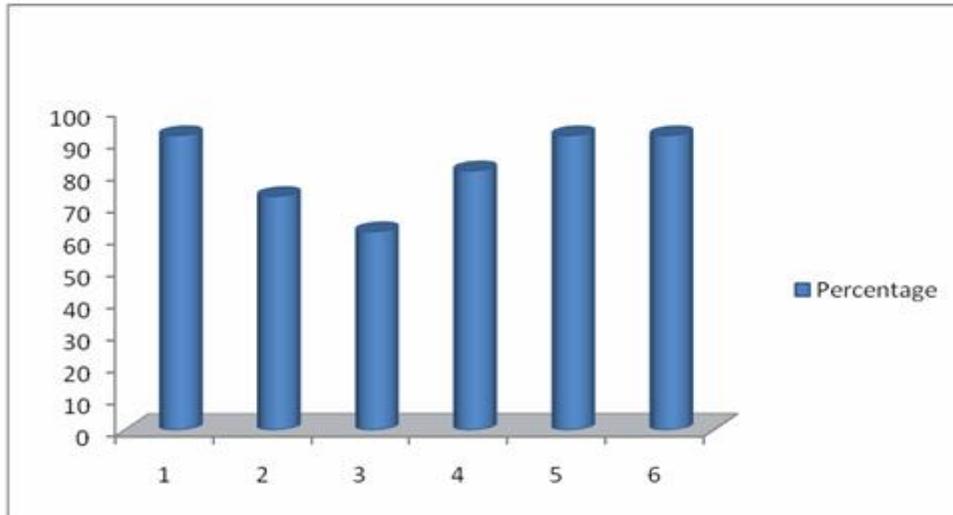


**Figure 2: Job interest and involvement factors**

From Table & figure 2. We can infer that company policy 60% & superiors support 38% motivates the employee in job interest & involvement.

**Table 3: Facilities which motivates employees at work**

Particulars	Number of respondents	Percentage
Medical	44	92
Canteen	40	73
Recreation	30	62
Grievance handling	39	81
Education	44	92
Transport	44	92



**Figure 3:** Facilities which motivates employees at work

From the above Table 7 fig.3 it is evident that the facilities provided by the company like medical 92%, grievance handling 81% & education facilities 92% motivates highly the employees to give high productivity.

### 5.1 Summary of findings & suggestion

1. Most of the employees like their organization very much.
2. Employees feel that their wages & salary are quite attractive.
3. They are highly committed to their work & their organization which is very much important.
4. Most of the employees feel that they are sent for training & development regularly.
5. The employees working in the PSU are highly motivated due to good working environment & High salary.
6. Company's policy & superiors support highly motivates for job interest & involvement.
7. The facilities provided by company like medical & educational facilities motivate the employee for higher productivity.
8. Employees should be sent for training & development to improve their skills & upgrade to new technology.
9. New technology should be adopted very soon to improve the efficiency of the job & in turn motivate employees.

10. Under performers & non performers should be given more responsibility & different roles & responsibility should be given to them to make them perform well, & the consequence of non performance should be highlighted.
11. Communication & feedback if encouraged will help to understand employees better & solve their problems on time.

## 5.2 Conclusion

There are many factors that play into the concept of employee motivation. The first necessary step is to determine what motivational tools will actually be effective in each particular situation. Some tools may work for some companies, but not for others and vice versa. It is important to note that the decisions dealing with motivation are based upon several theories. The workers were positively affected toward higher productivity with the provision of regular promotion, assurance of adequate job security and bonus for excellent performance. Nevertheless monetary incentives and rewards do not exert stronger influence on workers than any form of motivational factor. The organisation should encourage initiative and creativity by allowing for some flexibility in application of rules and regulation. Too much rigidity in applying the rules may constitute a set back in the modern growth of the organisation and dampen initiative and creativity. If the worker does not understand his duty, how can he perform? Understanding his task will increase the likelihood of improving his performance eventually lead to high productivity.

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