

Work Motivation of Employees in Private Sector

Sandip K. Siddhpara^{1*}, Dr. Divyesh P. Parmar²

ABSTRACT

The present study aimed to know the work motivation among technical work and administrative work in private sector. It also aimed to check work motivation with reference to types of work and level of experience. The Work Motivation Questionnaire (WMQ-A) prepared by Agarwal (2012) was used. The sample constituted total 120 employees out of which 60 were from types of work (30 technical and 30 administrative) and 60 from level of experience (Less than 10 years and More than 10 years). The data was collected from private sector of Ahmedabad City. The data was scored, analyzed as per the manual. 'F' test was being calculated. The result showed that (1) The technical working employees is having more work motivation than administrative working employees (2) The level of experience of less than 10 years in working employees is having good work motivation than level of experience of more than 10 years in working employees and (3) There is no significant difference between interactive effect of the mean score of the work motivation of types of work and level of experience.

Keywords: *Work Motivation, Employees, Private Sector*

Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999). To Olajide (2000), "it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private or non-profit". According to Hellriegel, Slocum and Woodman (2001) motivation represents the forces acting or within a person that cause the person to behave in a specific, goal-directed manner. Thus, motivation is the result of the interaction of the individual and the situation. In other words, it is a positive drive that forces a person to reach the goal.

Motivation to work is a human state where competence to work and will to work fuse together. In absence of one other does not produce results. It is the ultimate test of effectiveness of almost every organization because it is directly related to the results achieved. According to Pinder (2008), "Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related related

¹ Ph.D. Scholar, Department of Psychology, Gujarat University, Ahmedabad, Gujarat, India

² Psychologist, Shyamal Park, Nikol Road, Naroda, Ahmedabad, Gujarat, India

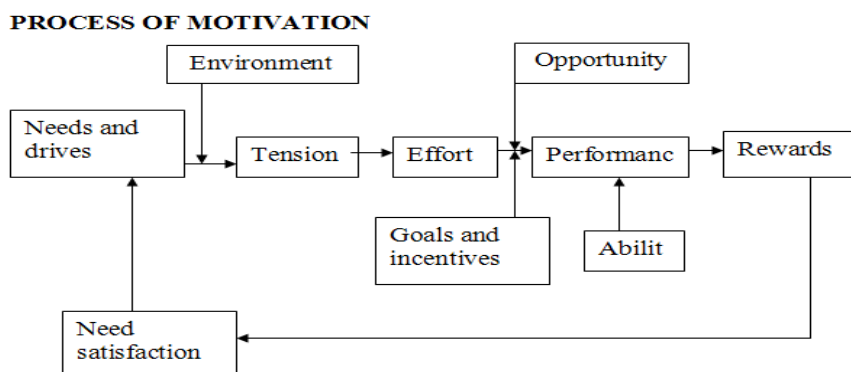
*Responding Author

Received: August 10, 2017; Revision Received: September 22, 2017; Accepted: September 25, 2017

Work Motivation of Employees in Private Sector

behavior and to determine its behavior, and to determine its form, direction, intensity, and duration". In the words of Jennifer Vanbaren (2010), work motivation is a process used to encourage and inspire employees to perform their jobs thoroughly and well. It can also be defined as the willingness to exert high levels of efforts towards the organizational goals conditioned by the ability to satisfy some individual need.

To motivate others is the most important of management tasks. It comprises the abilities to communicate, to set an example, to challenge, to encourage, to obtain feedback, to involve, to delegate, to develop and train, to inform, to brief and to provide a just reward.



In the initiation a person starts feeling lack nesses. There is an arousal of need so urgent, that the bearer has to venture in search to satisfy it. This leads to creation of tension, which urges the person to forget everything else and cater to the aroused need first. This tension also creates drives and attitudes regarding the type of satisfaction that is desired. This leads a person to venture into the search of information. This ultimately leads to evaluation of alternatives where the best alternative is chosen. After choosing the alternative, an action is taken. Because of the performance of the activity satisfaction is achieved which than relieves the tension in the individual.

- 1. Achievement Motivation:** It is the drive to pursue and attain goals. An individual with achievement motivation wishes to achieve objectives and advance up on the ladder of success. Here, accomplishment is important for its own sake and not for the rewards that accompany it. It is similar to 'Kaizen' approach of Japanese Management.
- 2. Affiliation Motivation:** It is a drive to relate to people on a social basis. Persons with affiliation motivation perform work better when they are complimented for their favorable attitudes and co-operation.
- 3. Competence Motivation:** It is the drive to be good at something, allowing the individual to perform high quality work. Competence motivated people seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles. They learn from their experience.
- 4. Power Motivation:** It is the drive to influence people and change situations. Power motivated people wish to create an impact on their organization and are willing to take risks to do so.

Work Motivation of Employees in Private Sector

- 5. Attitude Motivation:** Attitude motivation is how people think and feel. It is their self confidence, their belief in themselves, their attitude to life. It is how they feel about the future and how they react to the past.
- 6. Incentive Motivation:** It is where a person or a team reaps a reward from an activity. It is “You do this and you get that”, attitude. It is the types of awards and prizes that drive people to work a little harder.
- 7. Fear Motivation:** Fear motivation coerces a person to act against will. It is instantaneous and gets the job done quickly. It is helpful in the short run.

According to Clark (2010) motivation relates to an individual's reasons for engaging in an activity, the degree to which an individual pursues the activity and the persistence of the individual.

Employee motivation

Hornby (2010) defined an employee as “a person who is paid to work for somebody” (p.480). The International Labour Organization elaborate this definition by stating that employees are people who work for a public or private employer and receive remuneration in wages, salary, commission, tips, piece rate, or pay in kind. It is important to know that an employee is one who under a contract is employed by an employer in either a private or public entity of an organization to work for that particular organization, with a reward at the end of the work, be it a salary, wage etc on daily, weekly or monthly basis.

Objective

The objectives are:

1. To know whether work motivation is more among technical and administrative employees.
2. To know whether there is any difference among the work motivation among level of experience i.e. less than 10 years and More than 10 years.

METHODOLOGY

Hypothesis

1. There is no significant difference between the mean score of work motivation among the technical and administrative working employees.
2. There is no significant difference between the mean score of work motivation among level of experience of less than 10 years and more than 10 years.
3. There is no significant difference between interactive effect of the mean score of the work motivation of types of work and level of experience.

Sample

The sample of the present study constituted total 120 employees out of which 60 were from types of work (30 technical and 30 administrative) and 60 from level of experience (Less than 10 years and More than 10 years).

Work Motivation of Employees in Private Sector

Research Design

A total sample of 120 employees equally distributed between types of work and level of experience from various Company of Gujarat State selected for the research study.

Showing the table of Sample Distribution

Level of Experience	Types of Work		Total
	Technical	Administrative	
Less than 10 years	30	30	60
More than 10 years	30	30	60
Total	60	60	120

Variable

Independent Variable

1. **Types of Work** : Technical and Administrative Employees.
2. **Level of Experience** : Less than 10 years and More than 10 years.

Dependent Variable : Work Motivation Score.

Tools

The Work Motivation Questionnaire (WMQ-A) prepared by Agarwal (2012) was used. The scale consists of 26 items related to following six dimension i.e. (1) Dependence (2) Organizational Orientation (3) Work Group Relations (4) Intrinsic Motivation (Psychological Work Incentives) (5) Material Incentives and (6) Job Situation. The scale is rated as Likert type rated on five points scale, Since the items were Likert type, summated scoring is done by assigning 5 to the most positive response and 1 to the extreme negative response. So in this way scores 5, 4, 3, 2, 1 were to each item; alternative a, b, c, d, e can also be assigned respectively. The reliability co-efficient by Spearman Brown formula was 0.994, which is significant at 0.01 level of significance. In order to find out the factorial validity all the items were factor analyzed using principle component method.

Procedure

The permission was granted from various Industrial Company for data collection (Gujarat State) after the establishment of rapport, personal information and the 'Work Motivation Questionnaire (WMQ-A)' was administered the data was collected, scored as per the manual and analyzed. The statistical method 'F' test was calculated and results were interpreted.

RESULT AND DISCUSSION

Table : 1 The Table showing sum of variance mean ‘F’ value and level of significance of types of work and level of experience.

Sum of Variance	Df	Mean	F-value	Sign. Level
SS _A	1	3510.00	12.65	0.01
SS _B	1	2891.00	10.41	0.01
SS _{A*B}	1	775.20	2.79	N.S.
SS _{Error}	116	227.45	—	—
SS _{Total}	119	330.76	—	—

A = Types of Work, B = Level of Experience
 A₁ = Technical. B₁ = Less than 10 years
 A₂ = Administrative B₂ = More than 10 years.

Table : 2 The Table showing the Mean Score of work motivation of Technical and Administrative working Employees.

	A (Types of Work)		‘F’ value	Sign.
	A ₁ (Technical)	A ₂ (Administrative)		
M	89.60	78.78	12.65	0.01
N	60	60		

The above table no.2 shows the mean score of work motivation of technical and administrative working employees. The mean score of technical working employees is 89.60 and administrative working employees are 78.78. The ‘F’ value is 12.65, which was found to be significant level at 0.01. It should be remembered here that, according to scoring pattern, higher score indicate higher work motivation. Thus from the result it could be said that, the technical working employees is having more work motivation than administrative working employees. Therefore the hypothesis no.1 that, “There is no significant difference between the mean score of work motivation among the technical and administrative working employees” is rejected.

Table : 3 The Table showing the Mean Score of work motivation of level of experience of employees.

	B (Level of Experience)		‘F’ value	Sign.
	B ₁ (Less than 10 years)	B ₂ (More than 10 years)		
M	89.10	79.28	10.41	0.01
N	60	60		

The above table no.3 shows the mean score of work motivation of level of experience of working employees. The mean score of level of experience of less than 10 years is 89.10 and level of experience of less than 10 years is 79.28. The ‘F’ value is 10.41. Which was found to be significant level at 0.01. It should be remembered here that, according to scoring pattern, higher score indicate higher work motivation. Thus from the result it could be said that, the

Work Motivation of Employees in Private Sector

level of experience of less than 10 years in working employees is having good work motivation than level of experience of more than 10 years in working employees. Therefore the hypothesis no.2 that, “There is no significant difference between the mean score of work motivation among level of experience of less than 10 years and more than 10 years.” is rejected.

Table : 4 The Table showing the interactive effect of the Mean Score of work motivation of types of work and level of experience.

			A		‘F’ value	Sign.
			A ₁	A ₂		
M	B	B ₁	91.97	86.23	2.79	N.S.
		B ₂	87.23	71.33		
N			60	60		

The above table shows the interactive effect of the work motivation of the types of work and level of experience. The result was found to be Non-Significant from table no.4 shows that ‘F’ value 2.79 is not significant at 0.05 level. This means that the two group interaction effect under study differ not significantly in relation to work motivation. The mean score is 91.97 for the technical working of less than 10 years experience, the mean score is 87.23 for the administrative working of less than 10 years experience, the mean score is 86.23 for the technical working of more than 10 years experience, the mean score is 71.33 for the administrative working of more than 10 years experience. The hypothesis no.3 that, “There is no significant difference between interactive effect of the mean score of the work motivation of types of work and level of experience” is accepted.

CONCLUSION

1. The technical working employees are having more work motivation than administrative working employees.
2. The level of experience of less than 10 years in working employees is having good work motivation than level of experience of more than 10 years in working employees.
3. There is no significant difference between interactive effect of the mean score of the work motivation of types of work and level of experience.

Acknowledgments

The author appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interests: The author declared no conflict of interests.

REFERENCES

Agarwal K.G. (2012), *Manual of Work Motivation Questionnaire (WMQ-A)* by, National Psychological Corporation, Agra, India.

Work Motivation of Employees in Private Sector

- Cropanzano, R., & Rupp, D. E. (2003), An overview of organizational justice: Implications for work motivation. In L. W. Porter, G. A. Bigley, & R. M. Steers (Eds.), *Motivation and work behavior*, 7 : 82-95.
- Gupta, M., & Gehlawat, M. (2013), Job Satisfaction and Work Motivation of Secondary School Teachers in Relation to Some Demographic Variables: A Comparative Study. *Educationia Confab*, 2(1), 10-19.
- Latham, G. P., & Pinder, C. C. (2005), Work motivation theory and research at the dawn of the twenty-first century. *Annu. Rev. Psychol.*, 56, 485-516.
- Locke, E.A. (1968), Towards a theory of task motivation and incentives. *Organizational Behavior and Human Performance*, 3: 157-189.
- Molden, D.C., Lee A.Y., & Higgins, T.E. (2008), *Motivation for promotion and prevention* In J.Y.Shah, & W.L. Gardner (Eds), Handbook of motivational science, London: Guilford Press, 169-187.
- Olajide, A. (2000), *Getting the best out of the employees in a developing economy. A Personnel Psychology Guest Lecture Series*, Department of Guidance and Counselling, University of Ibadan, Nigeria.

How to cite this article: Siddhpara S K & Parmar D P (2017). Work Motivation of Employees in Private Sector. *International Journal of Indian Psychology*, Vol. 4, (4), DIP:18.01.135/20170404, DOI:10.25215/0404.135