

## FACTORS MOTIVATING EXECUTIVES OF TEXTILE MILLS IN KARUR

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### Introduction

The globalization of businesses and the advancement of information technologies have brought changes that are reshaping the world of work. They alter the way business is done, the way employees behave and the way managers manage their employees. Motivating and to retaining employees have become an important and complex task for the managers. The key to performing this task well is to find out more about the factors that motivate employees. The study aims to establish the relationship between motivational factors and job involvement. To have a sound human resource management strategy that attracts retains and motivates the valuable employees, it is important that the managers find out what the employees are looking for from their jobs. The company should constantly assess the employees' motivation levels and also what they need, want or expect from their work. This study used a questionnaire comprising motivation and job involvement questions based on Herzberg Motivation theory.

Motivation of staff is a major issue for all organizations. Motivation for the staff or employees should concern on different levels. In fact, each level of employees may need different motivational factors. This study explores significant motivational factors with reference to Hertzberg two factor theories

### Objectives of the Study

- To study the socio economic profile of the respondents
- To study the motivational factors of executives working in textile industry in Karur district

### Scope of the Study

The study focuses on the different motivational factors among executives working in textile mills in Karur. The dimensions of this study are motivational factors and job involvement. This study includes the executives' because there performance and motivational level can be measured in terms of job involvement. The results of this study could be the guideline for human resources department in developing new motivational programs to increase work efficiency of the executives.

### Methodology

The questionnaire consists of two sections. The first section consists of demographic questions about the respondents. This includes age, designation, education

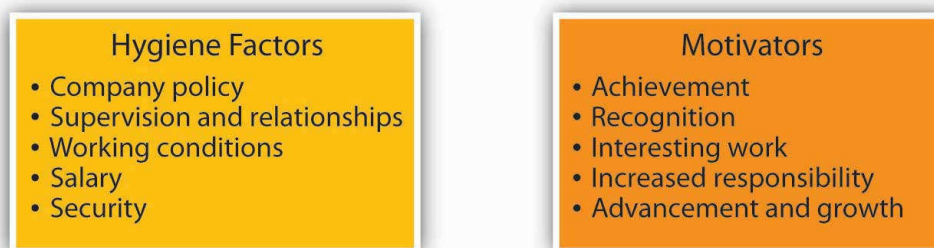
and gender of the respondents. The second sections consist of statements compiled according to Herzberg's two factor theory. Sample size for the study is 120.

### Motivation

The term motivation derived from the Latin word "movere", which means "to move". According to Robbins and Judge "Motivation is defined as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal."

### Fredrick Herzberg's Two Factor Theory

Herzberg found that people have two different categories of needs in the work situation, and these are essentially independent of each other and affect behaviour in different ways. He found that when people felt dissatisfied with their jobs, they were concerned about the environment in which they were working. On the other hand, when people felt good about their jobs, this had to do with the work itself. Herzberg called the first category of needs hygienic or maintenance factors: Hygiene because they describe people's environment and serve their primary function of preventing job dissatisfaction: maintenance because they are never completely satisfied - they have to continue to be maintained. He called the second category of needs, motivators since they seemed to be effective in motivating people to superior performance.



**Figure 1: Herzberg's Two Factor Theory of Motivation**

The hygiene factors if absent will cause dissatisfaction but their presence does not create positive motivation. In the presence of satisfactory hygiene factors, motivators are necessary to stimulate positive motivation. Hygiene factors, when satisfied, tend to eliminate dissatisfaction and work restriction, but they do little to motivate an individual to superior performance or increased capacity. Satisfaction of the motivators, however, will permit an individual to grow and develop in a mature way, often implementing an increase in ability. Thus, hygiene factors affect an individual's willingness or motivation and motivators impact an individual's ability.

### Profile of the Respondents

- Majority of the respondents are in the age group of 35 years to 45 years
- 90% of the respondents are male
- Most of the respondents are working in production departments
- Designation of majority of the respondents is assistant manager
- Engineering diploma or degree is the educational qualification of majority of the respondents.

### Factors Motivating Employees

Motivational factors in this study were measured in non-monetary terms. Everyone has motives inspired by certain factors that encourage the desire to enhance the performance. All executives have their own motivational factors that motivate them to perform their best.

**Table 1: Rotated Component Matrix (a): Kaiser Normalization**

Concepts	Component			
	1	2	3	4
1. Job Security	.375	<b>.685</b>	.302	.034
2. Rewards and Awards	<b>.709</b>	.071	-.100	.308
3. Working Atmosphere	<b>.716</b>	.256	-.172	-.220
4. Peer group relationship	-.174	<b>.475</b>	.281	-.276
5. Instructions from superior	.179	-.082	-.033	<b>.614</b>
6. Acceptance of suggestion from superior	<b>.500</b>	-.104	.180	.413
7. Feeling of accomplishment	-.007	<b>.701</b>	-.131	-.031
8. Personal growth and Development	-.071	-.026	<b>.779</b>	-.274
9. Overall Personality development	-.073	.113	<b>.811</b>	.121
10. Career development program	.169	-.050	<b>.444</b>	.548
11. Freedom in job	<b>.741</b>	.210	-.023	.024
12. Acceptance of assignments	-.182	.151	-.192	<b>.661</b>
13. Appreciation from superior	.156	<b>.461</b>	.278	-.342
14. Responds to suggestion from subordinate	-.227	<b>.683</b>	-.113	.308

**Table 2: Variables and their factors**

#### Factor-1: Relationship and Reward factor

S. No	Variable	Description
1	VAR00003	Rewards and Awards
2	VAR00003	Working Atmosphere
3	VAR00006	Acceptance of suggestion from superior
4	VAR000011	Freedom in Job

Factor one comprises of the variables Rewards and Awards, Working Atmosphere and Acceptance of suggestion from superior. Hence it is labeled as relationship and reward factor.

#### Factor-2: Peers and subordinates

S. No	Variable	Description
1	VAR00001	Job security
2	VAR00004	Peer group relations
3	VAR00007	Feeling of accomplishment
4	VAR000013	Appreciation from superior
5	VAR000014	Responds to suggestion from subordinate

Factor two comprises of Job security, Peer group relations, Feeling of accomplishment, Appreciation from superior and Responds to suggestion from subordinate, hence it is labeled as peers and subordinates

#### Factor-3: Personal development

S. No	Variable	Description
1	VAR00008	Personal growth and Development
2	VAR00009	Overall Personality Development
3	VAR000010	Career development program

Factor three comprises of Personal growth and Development, Overall Personality Development and Career development program and hence it is named as personal development

#### Factor-4: Superior

S. No	Variable	Description
1	VAR00005	Instructions from superiors
2	VAR000012	Acceptance of assignments

Factor four comprises of instructions from superiors and acceptance of assignments and hence it is named as superior factors.

#### Conclusion

Working atmosphere, personal growth and development programs was ranked highly. Hence it has been proved that working atmosphere and growth and development are important motivators for the executives. Accomplishment, acceptance of assignments, suggestions (inter-relationship) was identified as moderate motivators. Because these factors were ranked slightly lower than the above factors.

**References**

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