



To Study Employee Motivational Factors Influencing Managerial Behaviour.

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Abstract:

Motivation refers to the dynamics of our behavior, which involves our needs, desires, and ambitions in life. It is said to be the basic drive for all of our actions. The role of gender in shaping motivation has a long history in psychological and educational research. This paper investigates the relationship between role of gender and motivational aspects of employees behaviour. The study comprised of analysing six motives (Achievement, Influence, Extension, Control, Affiliation and Dependency) by administering MAO-B questionnaire to respondents. Sample comprised of 102 respondents from BPO sector. The study shows that most significant motive influencing the managerial behaviour for both the gender is control followed by affiliation motive.

Keywords: Extension; Affiliation; Achievement; Managerial behaviour

Introduction:

Motivation is an embodiment of factors which drive or propel workers to work happily and

satisfactorily. Motivation is, therefore, tied to job performance. Higher job motivation is much more likely to lead to high job performance, which is the target of employers. Establishing the directly proportional relationship between motivation and job performance, Baba Gana and Bababe (2011) explain that lack of motivation could lead to low job performance among workers. Many researchers believed that it was difficult to arouse achievement motivation in women, most likely because achievement was seen as an exclusively masculine concern. It was also quite likely that because the original arousal studies had only male participants, key imagery to distinguish between high and low achievement-motivated women was left out of the coding categories. Stewart and Chester (1982) reviewed the early research on the arousal of n Achievement, and, after pointing out flaws in research design and missed opportunities to interpret main effects, they concluded that there is no consistent evidence that the motive was difficult or impossible to arouse in women. Gender seems to play a



significant role in employees' job motivation and job performance.

Literature Review:

A study by Chinonye Okafor, Roy Amalu (2010) revealed that positive relationship exists between motivational factors and women entrepreneurial challenges. Murray (1938) developed a long list of human motives or needs. Murray's work inspired further studies, which have produced different lists of significant behavioral motives. McClelland, Atkinson, Clark, and Lowell (1953) suggested three important motives (achievement, affiliation, and power) and also suggested elaborate methods for measuring them. McClelland subsequently demonstrated the importance of the achievement motive for entrepreneurship and marketing (McClelland, 1961; McClelland & Winter, 1971) and of power as a motivator in management (McClelland, 1975; McClelland & Burnham, 1976). A study by Chinonye Okafor, Roy Amalu (2010) revealed that positive relationship exists between motivational factors and women entrepreneurial challenges. Pareek (1968a, 1968b) suggests that this need is important for social development and calls it the extension motive. The need for achievement was defined by McClelland (1985) as a concern with "doing things better, with surpassing standards of excellence". Decades of research have shown that Achievement to be related to moderate risk taking, responsiveness to feedback, future-

time-orientation, personal responsibility for performance outcomes, and participation in entrepreneurial activity. It is not surprising that research on gender and achievement motivation has been influenced by prevailing views about gender differences. Stewart and Chester (1982) focused their review of these differences on two areas—differential responses to achievement arousal and behavioural correlates of achievement.

Hypothesis

Ramilo (2004); Shrum (2007) and Nazrul (2009) are of the view that the gender of employees tends to significantly affect their job motivation and job performance in the workplace. Their argument is that men are more disposed to work harder than women. Similarly, there is the view by Aremu and Adeyoju (2003); Vaskova (2005) and Zhao and Seibert (2006) that gender plays a significant role in job motivation and job performance among employees in some professions, especially in developing countries. So, it could be hypothesised that

H1: There is significant difference in the motivational level of male and female employees.

H2: There is significant difference in the source of motivation between male and female employees.

Research Methodology:



Sample and Sampling technique:

To study motivational aspects of managerial behaviour MAO-B was administered to 102 BPO professional (45 Male and 57 Female) . In the absence of any Sampling Frame and due to paucity of time, the sampling technique used was purposive.

Research Instruments

MAO-B INSTRUMENT

The Motivational Analysis of Organizations-Behavior (MAO-B) instrument contains sixty items, five for each dimension (approach and avoidance) of the six motives is used to study

motivational aspects of managerial behaviour.

The test-retest reliability coefficients for the six dimensions are between .61 and .8.

Data Analysis and Result:

Table 1 shows mean and Standard deviation for all the six motives (Achievement, Influence, Extension, Control, Affiliation and Dependence) of both male and female gender . The table shows mean value of achievement motive for male (2.6) is higher than female (2.5).

Table 1

Descriptive Statistics

Gender	Ach_M ot	Influence	Extensi on	Control	Affiliatio n	Dependenc y	
MALE	Mean	2.6000	2.6667	2.4667	2.4667	2.4667	1.8000
	N	45	45	45	45	45	45
	Std. Deviation	.80904	.79772	.81464	1.03573	.72614	.54772
FEMALE	Mean	2.5263	2.2632	3.8421	1.6842	2.0526	2.6316
	N	57	57	57	57	57	57
	Std. Deviation	1.40287	1.02689	6.75010	1.03782	.69233	1.14380
Total	Mean	2.5588	2.4412	3.2353	2.0294	2.2353	2.2647
	N	102	102	102	102	102	102
	Std. Deviation	1.17375	.94997	5.10130	1.10315	.73359	1.01403

The above table shows that highest motive for managers is extension motive (mean = 3.2) followed by influence motive (mean =2.4). For

male gender, highest motive is extension (mean=2.6) and for female highest motive is extension followed by dependency.

ANOVA Table

The table show relationship is significant between motive and gender for influence motive ($p=.032$) and control motive ($p=.000$), affiliation ($p=.004$) and dependency ($p=.000$)

motive. Table 2 shows significant difference in the mean value of male and female gender for all the six motives (Achievement, Influence, Extension, Control, Affiliation and Dependency).

Table 2 ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Ach_Mot * Gender	Between Groups	(Combined)	.137	1	.137	.098	.755
	Within Groups		139.011	100	1.390		
	Total		139.147	101			
Influence * Gender	Between Groups	(Combined)	4.094	1	4.094	4.703	.032
	Within Groups		87.053	100	.871		
	Total		91.147	101			
Extension * Gender	Between Groups	(Combined)	47.574	1	47.574	1.843	.178
	Within Groups		2580.779	100	25.808		
	Total		2628.353	101			
Control * Gender	Between Groups	(Combined)	15.396	1	15.396	14.320	.000
	Within Groups		107.516	100	1.075		
	Total		122.912	101			
Affiliation * Gender	Between Groups	(Combined)	4.311	1	4.311	8.614	.004
	Within Groups		50.042	100	.500		
	Total		54.353	101			
Dependency * Gender	Between Groups	(Combined)	17.390	1	17.390	20.112	.000
	Within Groups		86.463	100	.865		
	Total		103.853	101			

Table 3 : Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower
Ach_Mot	Equal variances assumed	70.643	.000	.313	100	.755	.07368	.23511	-.39278	.54015
	Equal variances not assumed			.333	92.278	.740	.07368	.22152	-.36626	.51363
Influence	Equal variances assumed	5.688	.019	2.169	100	.032	.40351	.18606	.03438	.77264
	Equal variances not assumed			2.233	99.981	.028	.40351	.18067	.04506	.76195

Extension	Equal variances assumed	6.472	.012	-1.358	100	.178	-1.37544	1.01305	-3.38531	.63443
	Equal variances not assumed			-1.524	58.060	.133	-1.37544	.90228	-3.18151	.43064
Control	Equal variances assumed	.162	.688	3.784	100	.000	.78246	.20677	.37223	1.19269
	Equal variances not assumed			3.785	94.666	.000	.78246	.20672	.37204	1.19287
Affiliation	Equal variances assumed	2.883	.093	2.935	100	.004	.41404	.14107	.13416	.69391
	Equal variances not assumed			2.918	92.418	.004	.41404	.14187	.13229	.69578
we accept null Dependency	Equal variances assumed	46.403	.000	-4.485	100	.000	-.83158	.18543	-1.19946	-.46370
	Equal variances not assumed			-4.832	84.214	.000	-.83158	.17210	-1.17381	-.48935

Table 3 shows affiliation and control motive are significant. As equality of variance is shown by only control and affiliation motive. Hypothesis are tested only for control and affiliation motive. Table 4 shows p value for control motive (.000) and affiliation motive (p value =.004) are significant. Null hypothesis is rejected that is there is no difference in the mean of control and Affiliation motive for male and female gender. From Table 1 it can be inferred mean value of control motive (2.4) for male is higher than female (1.6) and also for affiliation motive mean value for male (2.4) compared to female (2.0) is higher.

Conclusion: From the study it is found most significant motive influencing the managerial behaviour for both the gender is control followed by affiliation motive. Also significant relationship is found between gender and motive. From descriptive statistics it could be

inferred mean value of control motive for male is higher than female and also for affiliation motive mean value is higher for male compared to female. The research does support findings of Ramilo (2004) and Shrum (2007) which states that the gender of employees tends to significantly affect their job motivation and job performance in the workplace. Nazrul (2009) argument that men are more disposed to work harder than women was not supported. But the values of motives for male gender was found to be higher than female gender.



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