

A DETAILED STUDY TO MEASURE MOTIVATION LEVEL AND WORKING STRESS OF EMPLOYEES : A CASE STUDY OF HMT MACHINE TOOLS LIMITED

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ABSTRACT: This study is aimed to investigate the motivational level of the employees working in HMT Machine Tools Limited and the factors leading to the working stress amongst them. The world of business has become very competitive and hence it has become essential to look after the human resources as one of the valuable assets for any organisation. So, the motivational level of employees has a great leverage for the growth of any organisation. Motivation refers to the discussing and pulling forces which results in persistent behaviour directed towards a particular goal. Stress is nothing but a normal psychological response of the body to the situation or stimulus. As HMT Machine Tools Ltd. is a Government of India undertaking, the motivational level directly influences the work. The results here show that motivational level has a major impact on work stress. We have in this study adopted the Hierarchy of Needs theory by Abraham Maslow and Theory of Needs by David C. McClelland.

Key Words: Factors, Human resources, growth, situation, stimulus.

INTRODUCTION: The success of any industry lies in the strength of its staff who are the key resources of the organisation. It is needless to say that human resources in the 21st century is considered the most important asset of any company or industrial organisation. It is the responsibility of any efficient manager to get the job done through the human resources, the people. "People are our most valuable asset" is a cliché which every member of any senior management team would agree with. Still, the reality for many organisations is that their people remain undervalued, undertrained and underutilised.

Every organisation sets their target to be successful as much as possible because the current environment is very very competitive. Employers are busy with the task of motivating employees and creating an atmosphere of high job satisfaction among their employees. There may be various Development programme and policies which will result in job satisfaction and serve to motivate employees. But it takes time and involves money. When the employer gets back benefits of motivation in the work place then the investment in employee-relegated polices can be easily justified. If the employees are not satisfied with their jobs who are not motivated to fulfil their task and achieve their goals, the organisation cannot attain success.

Motivation started by RAN (2009) is generally defined as the process that accounts for an individual industry's direction and persistence of efforts towards attaining a set goal. Motivated employees are predicative employees and help organization survive and prosper. It is actually one of the key tasks of the management to constantly motivate their employees, something difficult at time as what motivates one person may not motivate other and certainly, what motivates one does not necessarily remain constant all over the time. Motivation refers to driving and pulling forces, which result in persistent behaviour directed towards particular goals. Motivation are inference from observation of behaviour. They are powerful tools for the explanation of behaviour and they allow us to make prediction about future behaviour. Motivation is the process that account for an individual's intensity, direction and persistence of efforts towards attaining a goal.

Abraham Maslow outlined the elements of an overall theory of motivation. He thought that a person's motivational needs could be arranged in a hierarchical manner. Maslow identified 5 levels in his need hierarchy.

They are:

1. Physiological needs.
2. Safety needs.
3. Social needs.
4. Esteem needs.
5. Needs of self-actualisation.

Maslow's theory has had a tremendous impact on the modern management approach to motivation. David C. McClelland's theory of needs focuses on achievement, power, and affiliation needs. According to him, individuals with a high need to achieve, prefer job situations with personal responsibility, feedback and intermediate degree of risk. When these characteristics are available, high achievers will be strongly motivated. The proposed study aims to empirically verify the application of these two classic theories of work motivation.

However so many tools and motives are practiced now-a-days in industries but the outcome of these policies are not satisfactory. Motivational measures sometimes fail to energise peoples' motivation towards industries. Employees who are not interested to give their best for organization, feel stressed. "Work is worship" seems to be gone now-a-days because of the stress.

Stress : Stress is a crucial world in organisation. In the present scenario, without knowing the mental status and physical capacity and calibre, organizations are, sometime just assigning work to the employees. This is causing stress. Stress is simply a fact of – forces from the outside world which affect the individual. The individual responds to stress in ways that affect the individual as well as their environment. Hence, all living creatures are in a constant interchange with their surroundings, both physically and behaviourally. However there are critical differences in how different living creatures relate to their environment. These differences have far-reaching consequences for survival. Because of the overabundance of stress in our modern lives, we usually think of stress as negative experience, but from a biological point of view, stress can be a neutral, negative, or positive experience. Stress, at times, can be taken as positive word. But in maximum times it is taken in a negative sense. With the ever changing demands the working world can increase levels of stress, especially for those who are consistently working under pressure such as industrial worker. While pressure has its positive side in increased performance, it can lead to stress with negative consequences if such pressure becomes excessive. The job stress is an increasing problem in present day organisation; it does not affect the employees' work life only, but it has far reaching impact on employee's family life as well.

Stress is nothing but normal physiological response of the body to situations or stimulus which are perceived as 'dangerous' to the body. Stress can affect anyone, anytime at any point of life. When stress occurs regularly, it becomes harmful to body. Stress refers to the pressure or tension people feel in life. Scholar R.S.(1980) defines "stress as a dynamic condition in which an individual confronted with an opportunity constant or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important . The modern world which is said to be a world of achievements is also a world of stress. We find stress everywhere, whether it be within the family, business organisation or any other social or economic activities. Right from the time of birth till the last breath drawn, an individual is invariably exposed to various stressful situations. Stress is experienced by every person of any age and gender. The correlation among various factors causing stress including demand, control management support, peer support, relation rules and change factors are explored. The goal of stress management is to manage the stress of everyday life among employees. Many different methods may be employed, such as bio feedback, meditation and massage.

In general, stress is related to both external and internal factors. External factors include the physical environment, including job, relationships with others, home, and all the situations, challenges, difficulties and expectations confronted with on a daily basis. Internal factors determine body's ability to respond to and deal with the external stress-inducing factors. Internal factors which influence ability to handle stress include nutritional status, overall health and fitness levels, emotional well-being, and the amount of sleep and rest we get.

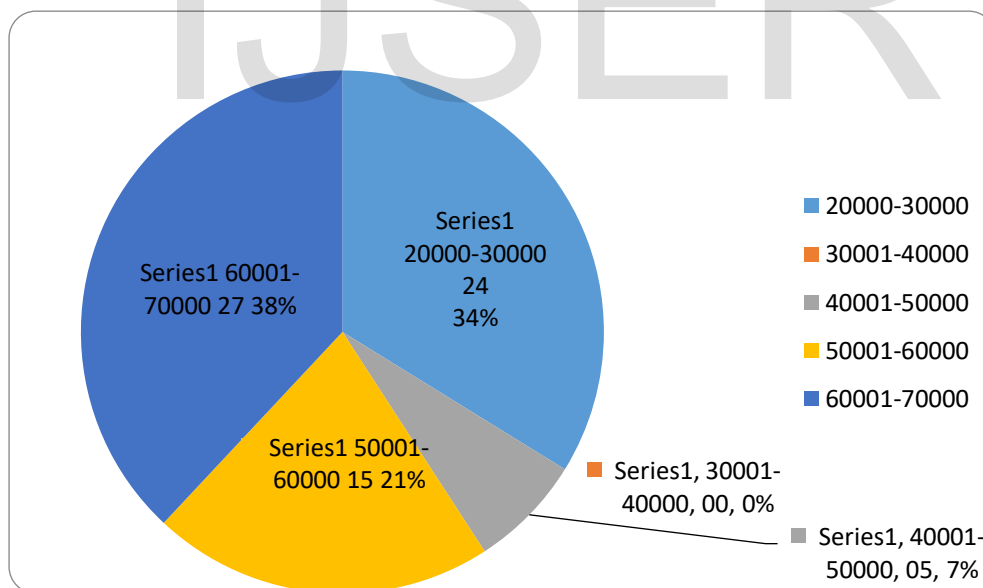
CAUSES OF STRESS: Stress is normal physiological phenomenon. So 'Undue or Unrelieved Stress' is the right term when we discuss about pathological aspects of stress. 'Undue or Unrelieved Stress can occur in any person in whom the normal 'Fight' & 'Flight' & 'Flight' response is overdone. It can occur as a short term response, delayed response or a prolonged response. **WORK RELATED STRESS:** The common causes of work place stresses are: • Change of Organisation setting • Fear of transfer • Fear of losing hierarchy • Loss of social status • Unreasonable demands for performance • The fear of losing job • Less time to spend with the family • Long working hours • A promotion that did not materialise • Lack of interpersonal communication between the employer and the employees • Under-utilisation of skills • Underpaid jobs • Lack of interpersonal relationship among the employees In the present day scenario, stress has become a regular affair. Now a days, almost everyone is battling with problems like stress and anxiety. However, a stress-free life may not be all that difficult. Simply opting for a positive attitude can help us to overcome that problem. **METHODOLOGY:** The current study was based on the survey of officials from different units of HMT Machine Tools Ltd., The questionnaire based on Hierarchy of Needs by A. Maslow and Theory of Needs by David C. McClelland were sent to nearly 250 officials of the organisation and on follow up, 116 responses were received and the response rate was 46%. The sample consists of 4% female and 96% male officials, 76% employees

belonged to the age group of 51-60 years which show that the majority of the employees are in the age group of 51-60 years. Motivational Orientation (Affiliation, Power & Attachment) are measured with the McClelland's Theory of Needs and Hierarchy of Needs and the Hierarchy of Needs Theory by A. Maslow. Age, Gender experience, level of management qualification, Region and monthly income were tested as control variables to test their effect on dependent variables. The results indicated that these demographic variables had an insignificant effect on the dependent variables, thus they can be treated as control variables. RESULTS: This section illustrates the results of the procedures applied to test the Hypothesised model. This section is divided into two parts. First part is General Analysis with descriptive statistics and the second part consists of statistical analysis with the Chi Square test. We have taken age as dependent variable.

Table 01 shows the relationship of Motivational Orientation with Income.

TABLE – 01

INCOME VERSUS MOTIVATIONAL ORIENTATION					
S.No	Monthly Income in Rs.	Motivational Orientation			No. of Participants
		AF	P	A	
1	20000-30000	08	07	09	24
2	40001-50000	04	00	01	05
3	50001-60000	05	05	05	15
4	60001-70000	07	08	12	27
5	70001-80000	13	13	06	32
6	80001-90000	06	05	01	12
7	90001-120000	-	-	01	01
	Total	43	38	35	116

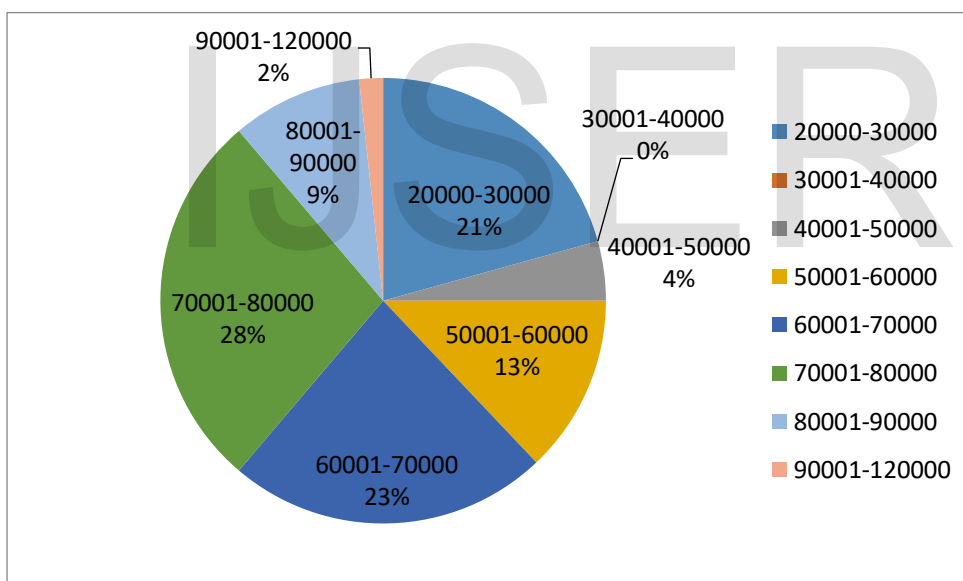


Here, for the lower income group (i.e. Rs. 20000-30000) and higher income group (i.e. Rs. 90001-120000), the dominant motivational orientation is Achievement. For the income group of Rs. 40001-50000 and Rs. 80001-90000, the majority of participants are with Affiliation as the motivational orientation. For Rs. 50001-60000 income group the participants are equally distributed in the three orientation, whereas for income group of 70001-80000, the motivation is mainly oriented between Affiliation and Power.

Table 02 shows the relationship of Stress Level with Monthly Income

TABLE- 02

MONTHLY INCOME VERSUS STRESS LEVEL								
S.No	Monthly Income in Rs.	Stress score						No. of Participants
		-25 to -10	-09 to -0	01 to 10	11 to 20	21 to 30	31 to 40	
1	20000-30000	03	10	03	01	02	05	24
2	30001-40000	-	-	-	-	-	-	-
3	40001-50000	02	02	-	-	01	-	05
4	50001-60000	02	12	-	-	01	-	15
5	60001-70000	06	14	02	02	03	-	27
6	70001-80000	07	19	03	01	-	02	32
7	80001-90000	03	05	02	-	-	01	11
8	90001-120000	-	02	-	-	-	-	02
	Total	23	64	10	04	07	08	116

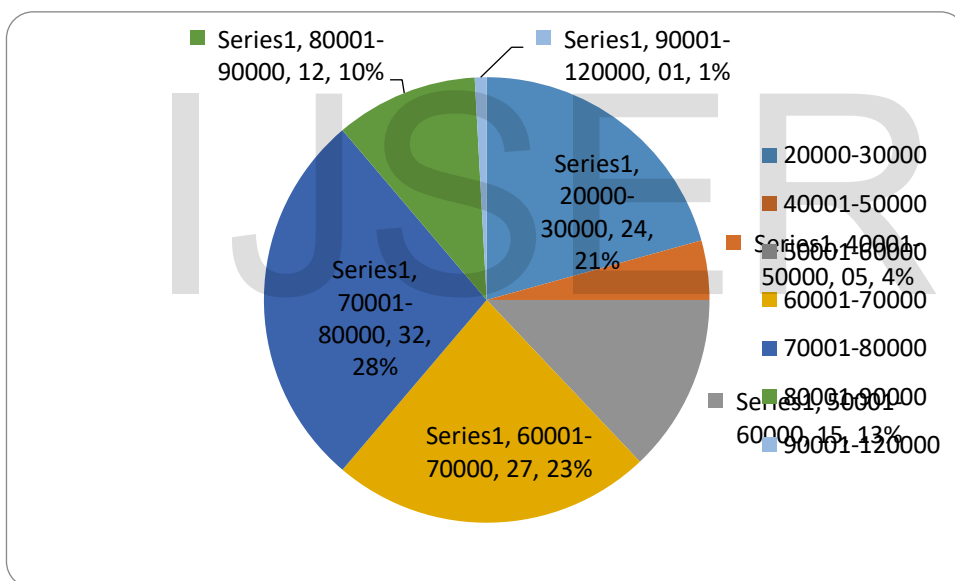


Irrespective of the income, the majority of the participants are having very low stress score and in the income bracket of 20000-30000, nearly 21% of the group are having very high stress. We find 6% people in the bracket of 70001-80000 income and 9% in the bracket of 80001-90000 suffer from very high stress level. Nearly 26% participants in the income bracket of 60001-70000 suffer from high to very high stress level.

Table 03 shows the relationship of Hierarchy of Needs with Monthly Income

TABLE – 03

MONTHLY INCOME VERSUS HIERARCHY OF NEEDS							
S. No.	Monthly Income in Rs.	Hierarchy of needs					No. of Participants
		Basic	Safety	Belongingness	Esteem	Self Actualisation	
1	20000-30000	04	07	01	05	07	24
2	40001-50000	02	00	01	01	01	05
3	50001-60000	02	02	04	03	04	15
4	60001-70000	06	06	01	06	08	27
5	70001-80000	06	05	04	06	11	32
6	80001-90000	05	02	02	01	02	12
7	90001-120000	00	00	00	00	01	01
	Total	25	22	13	22	34	116



In the income group of Rs. 20000-30000, Rs. 60001-70000, Rs.70001-80000 and Rs. 90001-120000, the participants have dominant need of Self-Actualization. In case of Rs. 50001-60000 income group, they have dominant need of Belongingness and Self-Actualization whereas, for the income group of Rs. 80001-90000, the Basic need is the dominant one. Overall, the participants with different Income are not following any clear trend of specific need .

CONCLUSION: In this study we found the Affiliation is the most prevalent Motivational Orientation amongst the employees. Similarly, employees working in HMT Machine Tools Ltd., do prefer Self Actualisation as the need as per McClelland theory. Work Stress is minimum amongst employees. However, there is no association of Motivational Orientation, Hierarchy of need & Stress level with respect to Monthly Income.

Limitations of study & future scope: As the study was conducted on limited population of the officials of the organization there may be further scope to involve a larger section of employees working in it. Secondly, personal touch or briefing could not be done to all the respondents because of geographical limitations. This may be done in future with more time period. Thirdly, there is a scope to widen the survey scope with better reach with all the regions. Fourthly, this result may vary if samples are taken from any other organisations.

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