

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

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**ABSTRACT:** The aim of this study is to investigate the motivational level of the employees working in HMT and the factors leading to the working stress amongst them. As the world of business is very competitive, the human resources are one of the valuable assets for any organization. The motivational level of employees plays a key role for the growth of any organization. Motivation refers to the discussing and pulling forces which results in persistent behavior 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 staff of any industry is key resources to that industries success. Human asset in the 21<sup>st</sup> century is considered the most important, asset of any company or industrial organization. Human resources, most in the sense of getting things done through people, are an essential part of every managers responsibility. "People are our most valuable asset" is a cliché which no member of any senior management team would disagree with. Yet, the reality for many organizations is that people remain undervalued. Undertrained and underutilized.

Every organization desires to be successful as much as current environment is very competitive. Employers are busy with the task of motivating employees and creating high job satisfaction among their staff. Development programme and policies that embrace job satisfaction and serve to motivate employees take time and money. When the employer understands the 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 fulfill their task and achieve their goals the organization cannot attain success.

Motivation started by RAN (2009) is generally defined as the processes that account for an individual industries direction and persistence of efforts towards attaining a goal. Motivated employees are predicative employees and help organization to survive and prosper. It is actually one of the managements key tasks to constantly motivate their employees something difficult at time as what motivates one person may not motivate another and certainty what motivates one does not necessarily remain static overtime. Motivation refers to driving and pulling forces, which result in persistent behaviour directed towards particular goals. Motivation are inference from observation of behavior. 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 individuals 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 persons 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 actualization.

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 are sometimes fails to energies peoples' motivation towards industries. Employees who are not interstate to give their best for organization they feel stressed "Work is worship" seems to be gone now a days because of the stress. Stress is a crucial world in organization. In the present scenario without knowing the mental status and physical capacity and caliber, organizations are just assigning work to the employees. This is causing stress. Stress is simply a fact of – forces from the outside world affecting the individual. The individual responds to stress in ways that effect the individual as well as their environment. Hence, all living creatures are in a constant interchanges with their surroundings, both physically

and behaviorally. 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. 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. Whilst pressure has its positive side in rising performance, if such pressure becomes excessive it can lead to stress with negative consequences. The job stress is an increasing problem in present day organization; it does not affect the employees work life only, but has far reacting impact on employee's family life as well.

Many would find it difficult to define stress, 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 causes harm 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 world of stress. We find stress everywhere, whether it be within the family, business organization 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 stress are:

- Change of Organization 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 materialize
- Lack of interpersonal communication between the employer and the employees
- Under utilization of skills
- Underpaid jobs
- Lack of interpersonal relationship among the employees

In the present day scenario, stress has become more of an epidemic. These days almost everyone is battling with problems like stress and anxiety. However, leading a stress free life may not be all that difficult. Simply opting for a positive attitude can help you steer clear of the 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 organization 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 are measured with 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 depended variable.

Table 01 shows the relationship of Motivational Orientation with work experience.

**TABLE –1**

WORK EXPERIENCE VERSUS MOTIVATIONAL ORIENTATION					
S.No	Work Experience in Years	Motivational Orientation			No. of Participants
		AF	P	A	
1	0-5	04	03	01	08
2	6-10	03	00	02	05
3	11-15	03	01	01	05
4	16-20	00	00	01	01
5	21-15	01	01	01	03
6	26-30	04	07	03	14
7	31-35	19	21	19	59
8	Bayond 35	09	05	07	21
	Total	43	38	35	116

AS per the above table, majority of the people (i.e., 51%) are having work experience of 31-35 years. Nearly 37% people believe in the Motivation Orientation of Affiliation.

As a statistical tool, we have adopted the Chi-Square test and we found that the hypothesis of association of Motivational Orientation with work experience is rejected since calculate value of Chi-Square,  $X^2$  (10.49) is less than the table value of Chi-Square i.e. 29.14 at 0.01 rejection level. This shows that Motivational orientation is not dependent on the work experience.

Table 02 shows the relationship of Hierarchy of needs with work experience.

**TABLE – 02**

WORK EXPERIENCE VERSUS HIERARCHY OF NEEDS							
S. No.	Work Experience in Years	Hierarchy of needs					No. of Participants
		Basic	Safety	Belongingness	Esteem	Self Actualisation	
1	0-5	02	02	00	01	03	08
2	6-10	01	00	01	01	01	04
3	11-15	00	01	00	02	03	06
4	16-20	00	01	00	00	00	01
5	21-15	01	00	00	01	01	03
6	26-30	02	01	03	02	06	14
7	31-35	15	10	07	12	15	59
8	36 & above	04	07	02	03	05	21
	Total	25	22	13	22	34	116

In this case, we find that as 29% people are having self actualization as the hierarchy of needs followed by the basic needs, i.e. 22%. In this case the more experienced people have come across of the life and they believe in self-actualisation as most of the needs are met in their earlier time.

As a statistical tool, we have adopted the Chi-Square test and we found that the hypothesis of association of Hierarchy of needs with work experience is rejected since calculate value of Chi-Square,  $X^2$  (19.46) is less than the table value of Chi-Square i.e. 48.28 at 0.01 rejection level. This shows that Hierarchy of needs is not dependent on the work experience.

Table 03 shows the relationship of Stress Level with work experience.

TABLE – 03

WORK EXPERIENCE VERSUS STRESS LEVEL								
S. No.	Work Experience in Years	Stress score						No. of Participants
		-25 to -10	-09 to -0	01 to 10	11 to 20	20 to 30	31 to 40	
1	0-5	02	05	00	01	00	00	08
2	6-10	00	04	00	00	01	00	05
3	11-15	00	04	01	00	00	00	05
4	16-20	01	00	00	00	00	00	01
5	21-15	00	02	01	01	00	00	04
6	26-30	05	07	00	00	00	02	14
7	31-35	12	33	04	02	03	04	58
8	36 & above	03	09	03	00	03	03	21
	Total	23	64	09	04	07	09	116

Accordingly to the above table, the people with more experience do have less stress out of 25 participants, 45 people (i.e.) 78% in the group have no stress. In totality, 75% people have 0 stress level.

As a statistical tool, we have adopted the Chi-Square test and we found that the hypothesis of association of Stress Level with work experience is rejected since calculate value of Chi-Square,  $X^2$  (34.83) is less than the table value of Chi-Square i.e. 56.06 at 0.01 rejection level. This shows that Stress Level is not dependent on the work experience.

**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 work experience.

**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 organizations.

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