

Influence of Motivational Factors on Job Satisfaction- A Study on the Sales & Marketing Team of a Leading Public Sector Bank with reference to Kanpur City (U.P.)



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Abstract

This research looks at the work of Frederick Herzberg on Employees' Motivation at workplace. The purpose of this research is to find which motivation factors are seen as the most important to motivate the Marketing Team of a renowned Public Sector Bank with reference to Kanpur city, U.P. The aspects explored are "Motivators" & "Hygiene". The aim is to analyze findings in the light of existing motivation theory of Herzberg.

The study was done by using a questionnaire. Data has been collected from 27 employees of Marketing & Sales Team of the Bank. Employees were asked to distribute numbers among the questions asked in the questionnaire, so as the total of all questions answered should be 100. The method of data analysis & the scoring used in this research is taken from a tested questionnaire namely Senior Managers Functions Schedule (Smfs).

Findings of this research reveal that Hygiene factors have more influence on the employees of the particular bank than the Motivator factors.

Keywords: Motivation, Herzberg, Two Factor Theory, Job Satisfaction.

Introduction

Human Resource is very crucial for any organization. Motivation lets people give their best to their work. It is of utmost importance for employees. Banking industry in India presently experiencing a lot of depression among the employees, as well as it is affecting the outcome of the industry. Employees don't get significant incentives and recognition as per their contributions, as compared to private sectors. Such a work like Sales & Marketing needs high level of motivation.

Frederick Herzberg gave his view on satisfaction and dissatisfaction. He classified factors causing this into two categories-
Hygiene

These factors don't lead to satisfaction, but if these factors don't exist at the workplace, they may cause dissatisfaction. These factors include:

1. Pay
2. Company Policies
3. Physical Working Conditions
4. Fringe Benefits
5. Status
6. Interpersonal Relations
7. Job Security

Motivators

These factors motivate employees to perform better in their job. These factors are called Satisfiers. These factors include:

1. Recognition
2. Sense of Achievement
3. Growth & promotional opportunities
4. Responsibility
5. Meaningfulness of work

Objective of the Study

To find out

1. Is the effect of motivators stronger than that of hygiene factors, or vice-versa, in increasing job Satisfaction?
2. What factors of Herzberg's Two-Factor theory affect the most to the Sales Team of that particular Bank?
3. What factors of Herzberg's Two-Factor theory affect the least to the Sales Team of that particular Bank?

Method

Sources of Data Collection

Primary Data Collection

The most important part of the study was collecting data through distribution of questionnaires among the employees of the Sales & Marketing Team of the Bank.

Secondary Data Collection

Collection of secondary data is from past studies regarding motivation theories. It was collected through the Internet browsing, brochures, published research papers and study of various books from libraries.

Questionnaire Design

The questionnaire was designed to access the seven factors of the Hygiene and the seven factors of the Motivators. All these factors were intermingled so as not to get a biased response.

(Questionnaire)

The factors analysed were-

1. Career Advancement
2. Job Security
3. Interesting Work
4. Adequate Earnings
5. Respect & Recognition
6. Fringe Benefits
7. Responsibility & Independence
8. Working Conditions
9. Achievements
10. Soundness of Bank Policies
11. Technical Competency of Supervisors
12. Sympathy of Supervisors
13. Pay
14. Hours of Work

Sample

Sample size was 27 employees of the Marketing & Sales team of the bank.

Data Analysis

The method of data analysis & the scoring used in this research is taken from a Tested Questionnaire namely Senior Managers Functions Schedule (SMFS).

Scoring

Motivator Factors (Sr. No. in questionnaire)

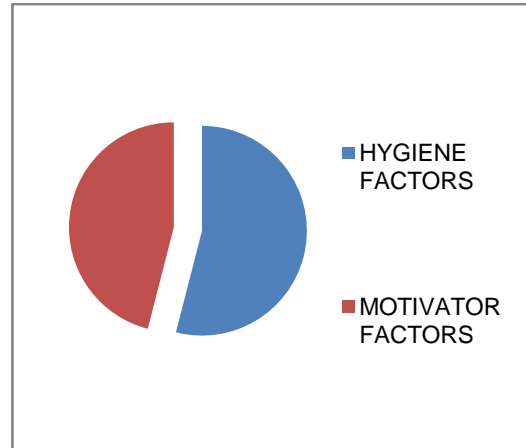
1+3+5+7+9+11+13

Hygiene Factors (Sr. No. in questionnaire)

2+4+6+8+10+12+14

Results

The overall perception of employees is that the employees of the particular bank give more weightage to Hygiene factors (approx. 54%) than motivator factors (approx. 46%).



1. Most of the employees gave the most preference to Job Security, i.e. this factor plays the most important role in increasing Job Satisfaction for the Sales team.
2. The next factor which influenced motivation in employees was Adequate Earning, i.e. they like to have ample salary for their work.
3. Equitable Pay also had impact on Job satisfaction. The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain. POLICIES of The Organization are also given importance as influencing-factor.
4. Respect & Recognition and Equitable Pay are also having a great impact on employees' motivation after Job Security & Equitable Pay.
5. Hours of Work & Technically Competent Supervisor were the factors given least preference by employees i.e. they don't play much role in increasing Job Satisfaction of the sales team.

Conclusion

There were THREE objectives of this study which were achieved. It was found that the motivation of Sales team was more dependent upon the Motivators rather than on Hygiene factors.

Because the difference is little, the management and administration may give due consideration to the fulfilment of Motivator factors of Herzberg's two factor theory. Employees may be given opportunities for advancement as well as recognition

Limitations

1. The sample size could not be taken more than 26, because the marketing & sales team of the particular bank consisted of 27 members only.
2. Responses may be biased. Respondents were reluctant to disclose themselves.
3. Limited access to the documents and information of that bank.
4. Employees were busy in their work, so they might not have given proper attention to the questionnaire.

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