

# MOTIVATION MANAGEMENT IN GOAL SETTING

## Importance of the motivation factors for employability skills



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### Abstract

Group of people working together towards a common task is termed as Organisation. This directly implies that group of people are not just people but in turn are a group of emotions, likes and dislikes, expressions, attitudes and a few decisions that will decide the momentum of the organizational desires, destinations and values. Motivation of a group in general deals with a wide scope of behavior for a specific thought. Contrary to this SELF MOTIVATION of an individual will focus on the specific task that helps him to contribute more in a group, finally benefitting the group's or organizational tasks. While managing the human resources of an organisation, motivation is considered as the primary tool for assessing an employee towards his performance. Employee motivation is always on the primary considerations by the strategic management team of any organisation. The purpose of this research study is to identify the role of a thought process of an individual ready to occupy the employability role after his/her graduation. With education taking a diverged route in the present situation. Political, economical and social conditions are a big jolt to the education system. The study has the primary objective of identifying the factors that majority of the graduating students are influenced to take a specific decision related to their own careers. Also this study aims at specific motivational theories that were

taught to student fraternity influencing them for decision making.

**Methodology:** The research was based on the questionnaire distributed to the sample of 300 participants & respondents from engineering and Management studies students, at University affiliated colleges of the state. Respondents were asked to rank thirteen motivation factors in the order of their importance. The distribution of ranks was similar in both groups. The findings indicated that Interesting work and Good wages were the most important factors for all students. Students from MBA - gave the third position to Feeling of being well informed while students from engineering to Job security. Both groups agreed that Promotion and growth in the organization and Full appreciation of work done were also included in the top five factors according their importance. The results suggest that future business persons are motivated by factors from many different categories. Therefore, the most efficient approach to their motivation should not be based solely on intrinsic motivators neither on extrinsic motivators. By being aware of the factors that are the most important for future business persons companies can meet the challenge of attracting, motivating and retaining them.

**Key words:** Motivation factors, career planning, remuneration, Incentives, Job performance, Employee motivation, Rewards

## 1. Introduction

Organizational process's success lies in the effective intra and interpersonal communication process of every individual employee. Employees contribute to the wealth of human capital, across the global corporate. It could be manufacturing, servicing or any other industry for that matter it is the human capital that is directly responsible for the contribution of both the success and failures. Human resource is the main capital investment for all the successful business leaders across the globe. For an effective successful employee-employer relationship motivation is the prime ingredient in every format of operation. Motivation derives the expectations from each end point improvising the relationship of working together towards the set goals of the organisation. However one has to understand that on both the ends it is the human mind that is working behind every decision making. And this mind is the resulted combination of emotions and attitudes which ultimately results to satisfaction of every egoistic personality. Most of the studies suggested that money is one of the motivational factors to drive an individual. It is the fuel of every move and decision to make. But the ultimate machine to drive the individual is the satisfaction of performing and satisfaction of achieving. The most well know and often cited theories can be divided into two categories: content theories and process theories. The first group is focused on what motivate people. It is represented by authors such as Maslow, McClelland and Herzberg who are known by almost everyone who ever read anything about motivation. The second category – process theories, try to find out how motivation occurs. Vroom, Adams, Locke and Latham created the most influential

process theories. The points of view presented by authors of those theories in some aspects are complementary but in others are totally opposite. That possibly was the reason for other researchers' inspiration to conduct own studies on motivation. Taking a leaf out of these theories and the practicalities experienced this study is conducted on the young graduating mind out of universities and its affiliated colleges, as they are knocking the doors of the corporate for the beginning of their careers.

The study was conducted based on a questionnaire asking the respondents to rate the importance of the motivating factors. However, there are several motivating factors that are very often ranked high positions. Interesting work, Full appreciation of work done, Feeling of being well informed and involved and Good wages. The majority of this study is tried analyze the importance of motivating factors among people who are willing to take up the work to begin their career. Therefore, asking students about factors that will motivate them at work in the future makes sense and will be the subject of investigation in the empirical part of this paper.

## 2. Problem statement and research question

These days, there is a strong competition on the market of employees. Companies start to search and recruit candidates before they finish their education. The aim of this paper is find out which factors will be motivating for students when they start their career. The answer to this question might be interesting for HR professionals who prepare recruitment campaigns for students at college campuses. The knowledge gained from this paper might be useful in

creating attractive offers for candidates. It can be used in job advertisements or during events at universities such as “company dating” or company presentations. If companies have knowledge about job factors that students value the most, they will be able to attract more people. It will result in a larger number of applications and better choice of candidates. As was already mentioned, students’ attitudes towards motivating factors might be predictors of their attitudes at work in future. It means that not only recruiters can take an advantage of results coming from the research presented in this paper but also managers who deal with freshly graduated employees. This study will search for the answer to the question if monetary incentives are as important as they are said to be and if they can be exchanged by other, more cost efficient and equally effective motivators. Managers who know the answer will be able to use the most efficient strategy to motivate their employees and possibly to avoid unnecessary costs. Finally, the research conducted for the aim of this thesis might inspire students who will begin their work careers soon, to think through what their work expectations are. Self-reflection about factors that will be motivating for them at work will positively influence the choice of a company and a position they apply for. The right match between students’ expectations about motivators and a motivation strategy used by company may result in better performance and satisfaction of students when they will make their first step in the career.

### 3. Limitations

Due to the scope of this research there are several limitations that need to be addressed. First, it has to be noted that although there are some evidence in the

literature on existing relation between pre-employment attitudes and future behavior of employed people, it should be not taken as granted that the factors chosen as the most motivating by students, will be also so important for them when they start their career. The main question in the survey asked about students’ expectations of factors that will be motivating for them in their future job. It is possible that an experience in a real work environment will change individuals’ attitudes towards motivating factors.

Second, the present study limited its sample to a group of students from the affiliated colleges of MBA. This may hinder the generalized ability of the results. In other words, results should be generalized only to the population of students from those two particular educational institutions. However, it is possible that students from other education institutes would give similar answers.

Third, the list of thirteen factors used in the questionnaire was made on the basis of previous researches on that topic. The motivation factors chosen to be ranked seem to cover the most important aspects of motivation. However, a disadvantage of choosing this particular form of questioning is a risk to miss some factors that are important but are not listed. To avoid this bias an open ended question was added. The response rate for this question was low. It might mean that the list contained all the most important motivators. On the other hand, it is possible that there are still some other important factors but respondents just did not want to answer the open-ended question.

Finally, the questionnaire used in the research was designed in English and then translated to local language Telugu and

then after carefully recording the responses was translated back to English language. This was done to provide a better understanding focus for the respondents.

#### **4. Methodology & Research method**

The goal of this paper is to find out which factors motivate future business persons. The chosen research approach has a form of theoretical analysis with a subsequent empirical illustration, which has been carried out on the basis of a survey conducted among UG and PG students. The method of investigation that has been chosen is a deductive approach. The investigation starts from the most important, general motivation theories and is narrowed down to the specific subject - factors that motivate employees. Basing on other researches that investigated motivating factors, own research has been designed. Its purpose is to test if motivating factors indicated by researchers as the most important play also a crucial role for other, not investigated yet group of people. The decision to apply a quantitative research comes from the fact that the list of motivating factors could be developed from theories and other researchers' studies.

#### **5. Information gathering**

The first part of the paper is based on findings from the literature and previous research on motivation. It consist of author's theoretical analysis in which he synthesize and ex-pound ideas upon the subject area in question.

#### **6. Data collection**

The second part of the paper is based on a survey administrated to students at College level. The aim of the survey is to find out which factors students as future employees

find motivating at work. The tool that has been chosen to collect data is self administrated questionnaire. This type of collecting data does not require interviewer. Respondents are asked to fill the questionnaire and they read instruction on their own.

#### **7. Questionnaire**

Questionnaire (Appendix) consists of three questions related to motivating factors, three demographical questions and question about having study related job. Respondents are informed about confidentiality and anonymous character of the survey. They are encouraged to take a part in a survey in by information that participation does not consume much of their time.

#### **8. Parameters for investigation**

The decision to investigate particular factors comes from a literature review and previous research on that topic. The thirteen factors that have been chosen are:

- Job security
- Interesting work
- Personal loyalty to employees from superiors
- Good wages
- Good working conditions (such as light, temperature, cleanliness, low noise level)
- Promotion and growth in the organization
- Tactful discipline from your superiors
- Full appreciation of work done
- Open communication
- Feeling of being well informed and involved
- Freedom to plan and execute work independently

- A good match between your job requirements and your abilities and experience
- Participation in goal setting

## 9. Conclusion

The aim of this paper is to find out which motivation factors are considered as the most important by future business persons. The theoretical part of the thesis showed that a nature of motivation is very complex and there are no simple answers to the question what motivate employees. The results of the research conducted in order to find and analyze factors that motivate students from PG colleges and business schools demonstrated that both intrinsic and extrinsic motivators are in the top of the list. Those findings suggest that managers and HR professionals who deal with students or fresh graduates should not base only on money as a primary motivation tool. On the other hand, although non-monetary motivators are definitely powerful, they are not likely to lead to the optimal performance if they are the only source of motivation. The results of this research suggest that the most appropriate motivation and reward system should try to satisfy a variety of needs from more than one category. The perfect job for future business person should be interesting and well paid. Moreover, the work environment should create the feeling of involvement, appreciation and safety. Perhaps there should be also a great chance for promotion. The described job definitely would motivate employees to perform very well. Although, it might be hard to offer a position that satisfies all those needs, organizations should be aware of their existence. Companies can meet the challenge of attracting, motivating and retaining employees by being prepared for a

variety of the expectations they have. The information gained from this paper might be a good starting point for creating motivation systems for freshly graduated employees as well as for planning recruitment campaigns focused on students from the business schools.

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## Appendix: QUESTIONNAIRE IN ENGLISH

Dear students

In order to understand better about the needs and requirements for a job, I would like to ask you to fill a short questionnaire about factors that will motivate you in your future job (or motivate you if you already have one). Your answers are anonymous and confidential. It will take no more than 3 minutes to complete the questionnaire.

### 1. Gender:

- Male  
Female

### 2. How old are you?

### 3. What is your nationality?

### 4. Do you already have a study related job?

- Yes  
No

### 5. Please rank the following factors in order of how each one will motivate you in your future job

### or motivates you if you already have a study related job.

(Where 1 = Most, 13 = Least)

1. Job security
2. Interesting work
3. Personal loyalty to employees from your superiors
4. Good wages
5. Good working conditions (such as light, temperature, cleanliness, low noise level)
6. Promotion and growth in the organization
7. Tactful discipline from your superiors
8. Full appreciation of work done
9. Open communication
10. Feeling of being well informed and involved
11. Freedom to plan and execute work independently
12. A good match between your job requirements and your abilities and experience
13. Participation in goal setting

### 6. If there is any other factor that you find motivating at work please state it here:

.....  
 .....

### 7. What are three the most important factors that motivate other people?

(Please mark them using X) Job security

1. Interesting work
2. Personal loyalty to employees from superiors
3. Good wages
4. Good working conditions (such as light, temperature, cleanliness, low noise level)
5. Promotion and growth in the organization
6. Tactful discipline from superiors
7. Full appreciation of work done
8. Open communication
9. Feeling of being well informed and involved
10. Freedom to plan and execute work independently
11. A good match between job requirements and abilities and experience
12. Participation in goal setting

Your help is very much appreciated.

**Thank you for your support.**