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Employee Motivation Using Maslow's Theory in Photo Films Industry

Narayanasamy P.S

Vib School of Management, Coimbatore, India.

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ABSTRACT

A study on EMPLOYEE MOTIVATION USING MASLOW'S THEORY IN PHOTO FILM INDUSTRY . The descriptive research design and convenience sampling has been used to carry out the study, the population size is 712 and the sample size taken is 135 both primary and secondary data were used for the study. The primary data is collected through structured questionnaire. The purpose of the study is to find about to assess the level of employee satisfaction through the motivation provided by the company. This study helps to know the satisfaction level of employees with the motivational factors used by the company. This project had been undertaken by me to find out the needs and wants of the employees. Under this Study a questionnaire which constituted questions relating to the employees expectation. The gathered data had been critically analyzed relating to employee motivations.

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Introduction

Motivation is the set of forces that cause people to choose certain behaviors from among the many alternatives open to them.

Motivation and Performance in Organizations

An employee's performance typically is influenced by motivation, ability, and the work environment. Some deficiencies can be addressed by providing training or altering the environment, motivation problems are not as easily addressed. Motivation is important because of its significance as a determinant of performance and its intangible nature.

Historical views of motivation.

Evolution can be traced from scientific management, through the human relations movement, to the human resource approach.

Scientific management:

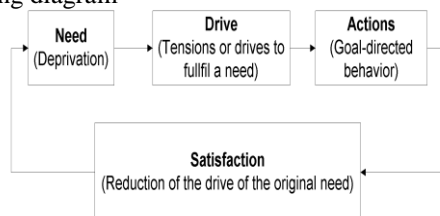
The assumptions of scientific management were that work is inherently unpleasant for most people and the money they earn is more important to employees than is the nature of the job they are performing.

Human Relations Movement:

This school of thought emphasized the role of social processes in organizations and assumed that the need for belongingness and the need to feel useful are more important than money in motivating employees.

Need-based approaches to motivation

Need-based approaches to motivation focus on what motivates employees to choose certain behaviors as shown on the following diagram



Two need-based approaches are need hierarchies and the dual-structure approach.

Need Hierarchies

Two of the most popular need hierarchies are Abraham Maslow's hierarchy and Clayton Alderfer's ERG theory of motivation.

Maslow's hierarchy of needs assumes that people are motivated to satisfy five levels of needs:

- *physiological,
- *security,
- *belongingness,
- *esteem, and
- *Self-actualization.

Physiological Needs

Physiological needs are those required to sustain life, such as:

- air
- water
- nourishment
- sleep

According to Maslow's theory, if such needs are not satisfied then one's motivation will arise from the quest to satisfy them. Higher needs such as social needs and esteem are not felt until one has met the needs basic to one's bodily functioning.

Safety

Once physiological needs are met, one's attention turns to safety and security in order to be free from the threat of physical and emotional harm. Such needs might be fulfilled by:

- Living in a safe area
- Medical insurance
- Job security
- Financial reserves

According to will not receive much attention.

Social Needs

Maslow's hierarchy, if a person feels that he or she is in harm's way, higher needs. Once a person has met the lower level physiological and safety needs, higher level needs become important, the first of which are social needs. Social needs are those related to interaction with other people and may include:

- Need for friends
- Need for belonging
- Need to give and receive love

Esteem

Once a person feels a sense of "belonging", the need to feel important arises. Esteem needs may be classified as internal or external. Internal esteem needs are those related to self-esteem such as self respect and achievement. External esteem needs are those such as social status and recognition. Some esteem needs are:

- Self-respect
- Achievement
- Attention
- Recognition
- Reputation

Maslow later refined his model to include a level between esteem needs and self-actualization: the need for knowledge and aesthetics.

Self-Actualization

Self-actualization is the summit of Maslow's hierarchy of needs. It is the quest of reaching one's full potential as a person. Unlike lower level needs, this need is never fully satisfied; as one grows psychologically there are always new opportunities to continue to grow.

Self-actualized people tend to have needs such as:

- Truth
- Justice
- Wisdom
- Meaning

Self-actualized persons have frequent occurrences of peak experiences, which are energized moments of profound happiness and harmony. According to Maslow, only a small percentage of the population reaches the level of self-actualization

Industry Profile

Photographic film is a chemically reactive material that records a fixed or still image when the film is exposed to light. Typically, film is placed in a camera, and light from the image being photographed is allowed to enter and is focused and sometimes made larger or smaller by the camera lens. The film is exposed to the image by opening a shutter in the camera body, and the combination of the speed of the shutter and the film speed (which is the chemical reactivity of the film) controls the amount of light that strikes the film. The image is recorded on the film, but it is a latent or invisible image. When the film is removed from the camera, it is developed by chemical processes into a visible image. This visible image is negative or the reverse in brightness of the way our eyes see light; the brightness parts of the photographed object appear the darkest on the negative where the film received the most exposure to light. The negative image is made positive, or as our eyes see it, by another type of processing whereby the negative is printed on sensitive paper. Color reversal films are positives and are used for making slides. All of the elements of the process of the parts of the camera, the type and parts of the lens, the type of film, including its chemistry, the developing process, the printing process, and the type of paper, contribute to the sharpness or the trueness of the finished photograph.

History

Film was "discovered" in a chemistry laboratory. In 1727, Johann Hen rich Schulze, a German doctor, mixed chalk, silver and nitric acid in a flask to make silver nitrate. When the solution was exposed to sunlight, it changed color from white to

purple. When Schulze pasted cutouts of letters and numbers on the outside of a flask of freshly made solution and exposed it to the light, the cutouts appeared to have been printed on the solution. Although the discovery marked the birth of photography, it was not used for over 100 years. In 1839, Louis Daguerre, a French painter, created a photographic process in which liquid iodine was placed on a silvered copper plate and the plate was exposed to light.

The liquid iodine was the emulsion, or light reactive chemical, and the copper plate was the base for these photographs called "daguerreotypes". The American inventor Samuel F.B.Morse learned the art of daguerreotype and taught it to Mathew Brady, who made image of the Civil war that are treasured both as historical records and artistic landmarks in photography.

Daguerreotype was cumbersome to use; the "wet plate" process was awkward, the box-type cameras had to hold the large plates, and the finished photographs were the size of the plates While Daguerre was developing his process, William Henry Fox Talbot, an English archaeologist, created his own process called "calotype", meaning "beautiful picture" in 1841. Talbot coated a paper base with an emulsion of silver iodide and produced a negative by a developing process. The calotype is more like today's film and photographic process, and the intermediate step resulting in a negative permitted more than one print to be made.

George Eastman combined the paper base of Talbot's calotype with the gelatinous silver nitrate emulsion from Maddox's process to invent flexible roll film in 1884. Eastman quickly made the transition to an emulsion- bearing plastic, transparent film by 1889, which was a year after his company introduced the first Kodak camera. These developments made photography a simple, compact, portable practice that is now most popular hobby in United States.

Statement of Problem

- Motivation is an essential tool to vitalize the workers.
- The company has adapted payment, non-monetary method like good working conditions, amenities recognition transport facility etc. are provided.
- It is necessary to find whether these measures are having any impact on the workers efficiency and productivity.

Need For The Study

- To know the employees satisfied level with the motivation factors undertaken by the company.
- To identify how the organization motivates the employees.
- To measure the level of performance before and after motivation to find out the improvement factors for motivating the employees.

Objectives of the Study

- ❖ To know the demographic profile of employee.
- ❖ To understand the need for employee motivation.
- ❖ To analyze how motivation created a job satisfaction among the employee.
- ❖ To study motivation facilities provided by the concern.
- ❖ To identify the various motivational factors.

Scope of the Study

The present study on employee motivation helps to get clear picture about the factors which motivates the employees. This in turn helps the management to formulate suitable policy to motivate the employees.

The factors that motivate the employees may change with change in time because the needs of employees too change with change in time. So continuous monitoring and close observation of factors that motivate the employees is necessary to maintain a

competent work force. Only with a competent work force an organization can achieve its objective. Moreover, human resource is the most valuable asset to any organization. A further study with in dept analysis to know to what extent these factors motivate the employees is required.

Review of Literature

This is the related literature for a research on employee motivation. This paper discusses the definition, theories and forms of motivation. The manager's role and strategies that the manager can adapt are also included. This paper also discusses the benefits and effects of motivation, employee retention and satisfaction, & commitment of employees for the survival of the organization.

In the current competitive climate, the organization must have an intense interest in maximizing the resources at hand. Leadership must be alert to the ways in which fluctuating outside conditions and internal changes can dramatically impact the group's dynamics required for peak performance. This will best be accomplished by motivating everyone to work together. Motivation is the art of creating conditions that allows everyone to get their work done at their own peak level of efficiency (Gellerman, 1992). It helps people to focus their minds and energies on doing their work as effectively as possible. It is the inner force that drives individuals to accomplish personal and organizational goals (Lindner, 1998). Through motivation, skilled leaders can bring out hidden or untapped capabilities of their people. At the same time, this will give each person involved a greater degree of job satisfaction and make them more successful as individuals.

Employees have the need to be motivated for survival. Motivated employees are needed in the rapidly changing workplaces. Motivated employees are more productive, and they help organizations survive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Employees, on the other hand, must be willing to let managers know what motivates them, and managers must be willing to design reward systems that motivate employees.

Identifying the factors that affect the quality and quantity of employees' job performance is an important issue in the study of work and the workplace. Managers routinely make assumptions about the characteristics that enhance or detract from performance. It is generally assumed, for example, that greater organizational commitment contributes to better performance as more committed employees should be more motivated to work hard on their organization's behalf. Performance is also assumed to be affected by structural and task characteristics such as whether employees are able to exercise autonomy and discretion in their work, the extent to which their tasks are clearly defined, and whether they are rewarded for hard work (Cheng, et al, 1996).

Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employee's changes constantly. A manager should be conscious of what motivates employees, what energizes, what makes them feel more optimistic, and what type of rewards encourage them. These are the important things that make employees reach their full potential. Once high performance has been demonstrated, rewards can become important as inducements to continue. Internal, self-administered rewards that can occur following high performance include a sense of achievement based on attaining a certain level of excellence, pride in accomplishment, and feelings of success and efficacy (Kleinbeck, 1990).

Organizations use different motivation theories for motivating employees. In Herzberg's theory, management should begin by focusing on hygiene factors such as pay and job security, before focusing on motivator factors which include interesting work and full appreciation of work done. On the other hand, in Adams' equity theory, management should begin by focusing on areas where there may be perceived inequities, such as pay and full appreciation of work done, before focusing on interesting work and job security. Another theory by Vroom's suggests that management should begin by focusing on rewarding, employee effort in achieving organizational goals and objectives.

According to Motivation in the Real World by Gellerman (1992), the most effective motivation systems in successful American companies are: selectivity in hiring, generous pay and benefit programs, and encouragement of long-term employment. Other strategies include flexible implementation of policies, rather than rigid rules, cooperative unions, or no unions at all, and a conscious policy of putting employee motivation above all other priorities.

Research Methodology

Research methodology is a way to systematically solve the research problem allotting procedure, step of plan. It explains the various steps that are generally adopted by a researcher in studying the research problem.

Research Design

Research design is the conceptual structure within which research is conducted. It constitutes the blue for the print collection, measurement, analysis off data. The research design adopted was descriptive research design. Descriptive research includes surveys and fact-finding enquires of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. Descriptive research can only report what has happened or what is happening.

Sampling techniques

Probability random sampling technique is adopted in this survey. In this method, the sampling units are chosen primarily. The sample size of 135 is taken for analysis.

Population

The total population is 712.

Sample Size

The total sample size selected for the present study is 135 of employees.

Questionnaire Design

The questionnaire type is the structured non disguised type. The listing of questions is in pre arranged order & the object of enquiry is revealed to the respondent. In this questionnaire the researcher used three type of questions. They are,

❖ Multiple choice question

❖ Open ended question

Limitations Of The Study

➤ Validity & Reliability of the data are obtained depends on the responses from the employee.

Structured questionnaire are base for collecting the data, it may have disadvantages of not being to probe deep into the respondents thoughts.

➤ Limited time period.

➤ Less number of respondents

Data Collection

Primary data are that, which are collected afresh and for the first time and happen to be original in character. Here the

primary data were collected using a structured questionnaire, Dealers were contacted personally.

Secondary data was collected for company related information from the internal source of the company itself.

Actual collection of data: -

A Survey Method was selected for the research because of the following characteristics:

- It was conducted in natural settings; it is a field study.
- It seeks response directly from respondents.
- It covers a definite geographical area a city a district or a state.
- The analysis of data may be made using simple statistical technique with special reference to the objectives of the study.

Tools for Analysis

The collected data was then edited and consolidated by using simple statistical tools and is presented in the form of tables and figures. For the analysis of data, the simple statistical tools are employed. The statistical tools employed are

1. Percentage analysis
2. Chi-Square Test
- 3 Correlation

Percentage Analysis

The data collected through the survey process was tabulated. A percentage analysis was done, which helps to develop frequency distribution for the different factors considered in the study. The percentage analysis gives the number of people who have rated factor in a certain way.

Chi-Square Test

This was used to find out the significance of relation between the factors that are compared.

The quantity χ^2 describes the magnitude of discrepancy between theory and observation and we are in a position to know whether a given discrepancy between theory and observation may be attributed to chance or whether it results from inadequacy of the theory to fit the observed facts. If χ^2 is zero it means observed and expected frequencies coincide completely.

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Degrees of freedom = (r-1) (c-1)

r = row c = column

Where O_i = Observed frequency

E_i = Expected frequency

The calculated value of χ^2 is compared with the value, of χ^2 for given degrees of freedom at a certain specific level of significance (generally 5% level).

If calculated value is greater than the table value the difference is considered to be significant and null hypothesis is rejected.

If calculated value is less than the table value the difference is not considered as significant and null hypothesis is accepted.

Correlation

This analysis tool is used to study the joint variation of two or more variables for determining the amount of correlation between two or more variables.

Correlation is defined as the relationship between two variables. The Spearman correlation coefficient is defined as the Pearson correlation coefficient between the relationships of two variables. The n raw scores X_i, Y_i are converted to ranks x_i, y_i , and ρ is computed from these:

$$\rho = \frac{\sum_i (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_i (x_i - \bar{x})^2 \sum_i (y_i - \bar{y})^2}}$$

Data Analysis and Interpretation

The study of “Employee Motivation in HPF using Maslow’s Theory” Ooty, samples of 135 employees was selected. The collected information was consolidated and analysis using the following tools in line with the objectives of the study.

Simple Percentage Analysis

The percentage analysis is mainly employed in the study to assess the distribution of respondents in each category. The values are expressed in terms of percentage and suitable charts are also constructed to facilitate understanding and comparisons.

$$\text{Simple percentage} = \frac{\text{No. of respondents}}{\text{Total sample size}} * 100$$

Correlation

Correlation is defined as the relationship between two variables. The Spearman correlation coefficient is defined as the Pearson correlation coefficient between the relationships of two variables. The n raw scores X_i, Y_i are converted to ranks x_i, y_i , and ρ is computed from these:

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Correlation Between The Age And Salary Of Respondents

Null hypothesis:

H_0 : There is no relationship between the age and salary of employees.

Alternative hypothesis:

H_1 : There is relationship between the age and salary of employees

Level of significance:

$\alpha=0.01$

Correlation:

		Age	Salary
Age	Pearson Correlation	1	.927**
	Sig. (2-tailed)		.000
	N	135	135
Salary	Pearson Correlation	.927**	1
	Sig. (2-tailed)	.000	
	N	135	135

** Correlation is significant at the 0.01 level (2-tailed).

Inference:

Since the table value is less than the calculated value we reject the null hypothesis and infer that there is relationship between age and salary of the employees that is in the organization the highest salary will be given for the experienced person.

Chi –Square Analysis

In this chapter, socio-economic factors like age, qualification, period of service, gender, monthly income were taken into consideration and Chi-Square test was used to find the factors that influence respondents’ attitude measures.

The Chi-Square is the formula used to test the relationship between a dependent variable and independent variables. The dependent variable in this study is attitude of the respondents about Effectiveness of HR Policies. The independent variables are age, qualification, and period of service, gender and monthly income.

$$\chi^2 = \sum_{i=1}^N \frac{(O_i - E_i)^2}{E_i}$$

Where,

O_i – Observed Frequency

E_i – Expected Frequency

Ull Hypothesis

Ho: There is no significance between Age of employees and Convenience provided.

Alternative Hypothesis

H1: There is significance between Age of employees and Convenience provided.

Level Of Significance

0.05

Test Statistics

$$\chi^2 = \sum (O - E)^2$$

The calculated chi-square value (9.34) is less than the table chi-square value (21.026) at 5% level of significance. Hence the null hypothesis is accepted and there is no association between Age of employees and Convenience provided.

Null Hypothesis

Ho: There is no significance between Salary and Department of employees.

Alternative Hypothesis

H1: There is significance between Salary and Department of employees.

Level Of Significance

0.05

Test Statistics

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

The calculated chi-square value is greater than the table chi-square value at 5% level of significance. Hence the null hypothesis is rejected and there is significant relationship between Salary and Department of employees.

Null Hypothesis

Ho: There is no significance between Gender and Benefits offered.

Alternative Hypothesis

H1: There is significance between Gender and Benefits offered.

Level Of Significance

0.05

Test Statistics

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

The calculated chi-square value is greater than the table chi-square value at 5% level of significance. Hence the null hypothesis is rejected and there is significant relationship between the Gender and Benefits offered.

Z-test is calculated when the population size is greater than 30

The age of the employee are assumed to be normally distributed with a sample of 135 with an average age of 50 years.

NULL HYPOTHESIS: (H_0) $\mu_0 = 50$

The average age of the employee is 50 years.

ALTERNATE HYPOTHESIS: $\mu_0 \neq 50$

The average age of employee is not 50 years.

LEVEL OF SIGNIFICANCE: $\alpha = 0.05$

CRITICAL VALUE: $Z_{\alpha/2} = 1.96$

TEST STATISTICS: $Z = \frac{\bar{X} - \mu}{S/\sqrt{n}}$

$$\bar{X} = \frac{A + \sum fd'}{N} * C$$

$$S = \sqrt{\frac{\sum f(m - X)^2}{N}} = 10.27$$

$$Z = -17.5$$

Inference

Since $Z < Z_{\alpha/2}$ we accept the null hypothesis and infer that the average age of employee is 50 years. Most of the employees comes the age group of the 50 years.

Findings

- 89% of the respondents are male.
- 44% of the respondents belong to above 50yrs of age group.
- 75% of the respondents are married.
- 38% of the respondents belong to high school education.
- 47% of the respondents belong to production department.
- 56% of the respondents belong to managerial designation.
- 49% of the respondents belong to above 20000 of salary.
- 51% of the respondents belong to salary on the encouraging factor.
- 65% of the respondents are benefited through the provident fund scheme.
- 59% of the respondents are motivated through the promotion factor.
- 59% of the respondents belong to people and work environment is the best in their workplace.
- 46% of the respondents belong to leave as their motivational factor.
- 64% of the respondents belong to basic needs as the satisfying factor.
- 44% of the respondents belong to strongly agree with the convenient in the company.
- 44% of the respondents belong to strongly agree with the motivation provided by the superior person.
- 26% of the respondents belong to neutral with the offers provided by the company.
- 31% of the respondents belong to agree with ideas and opinions.
- 42% of the respondents belong to agree with getting feedback by the superior.
- 33% of the respondents belong to strongly disagree with the salary provided by the company.
- 26% of the respondents belong to neutral with getting training in the company.
- 28% of the respondents belong to neutral with the welfare benefits.
- 28% of the respondents belong to neutral with the advance provided by the company.
- 36% of the respondents belong to strongly disagree with the incentives.
- 27% of the respondents belong to agree with the motivation by the top management.
- 31% of the respondents belong to strongly disagree with getting the extra-curricular activities.

Suggestion

The suggestion directed towards management is provided below.

- Government purchases should give preference to photo film products.
- Regularly provide recognition and feedback to motivate the employees.
- Maintain open dialogue among senior management, managers and employees.
- The company can give long service and good performance awards and recognition letters.
- Provide opportunities and challenges to develop the talents of the employees.
- Provide employee suggestion system and rewards for good suggestions

Test -1

To Identify The Association Between The Age And Convenience Of The Employees

Convenience

Age	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
20-30	10	0	0	0	0	10
30-40	6	0	0	0	0	6
40-50	44	16	0	0	0	60
Above 50	0	38	9	7	5	59
Total	60	54	9	7	5	135

Observed value	Expected value	(O-E) ² /E
10	4.4	1.61
6	42.6	1.71
44	26.7	0.41
16	24	0.11
38	23.6	0.37
9	4	1.56
7	3.05	1.67
5	2.1	1.90
	Total	9.34

Calculated chi-square value	9.34
table chi-square value	21.026

Test-2

To Identify The Association Between The Department And Salary Of The Employees

Department

Salary	HR	R&D	Production	Finance	Others	Total
Below 10000	10	0	0	0	0	10
10000-15000	10	5	0	0	0	15
15000-20000	0	25	19	0	0	44
Above 20000	0	0	45	5	16	66
Total	20	30	64	5	16	135

Observed value	Expected value	(O-E) ²
10	1.48	33.1
10	2.2	12.57
5	3.3	0.26
25	9.8	2.40
19	20.85	0.007
45	31.28	0.19
5	2.4	1.17
16	7.8	1.10
	Total	50.79

Inference

Calculated chi-square value	50.79
Table chi-square value	21.026

Conclusion

The survey indicates a high level of satisfaction with certain issues such as growth and development opportunities as well as the benefits provided in the company. The employees are satisfied with the motivational factors.

Coming to the objectives of the study, we have understood the meaning of employee motivation in the workplace. Motivated employees will be engaged in the job with efforts. After the study of employee is motivation and with the benefits and salary provided the organization should use this motivational tool to improve the performance of the organization and employees.

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