

IMPORTANCE OF INNOVATIVE MOTIVATIONAL STRATEGIES TO GARMENTS INDUSTRY

By Devikarani.B.M^[a]

ABSTRACT

Motivation has been shown to have roots in physiological, behavioral, cognitive, and social areas. Motivation may be rooted in a basic impulse to optimize well-being, minimize physical pain and maximize pleasure. It can also originate from specific physical needs.

Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal.

Organization can use different motivational techniques to motivate their employees. Conventional motivational techniques such as incentive programmes, rewards, financial benefits, delegation, empowerment, perks etc are commonly used . Motivation plays a pivotal role to retain the employees & to increase organizational loyalty. Organizations can use innovative motivational strategies such as time off, Gags & Gimmicks, on the spot praise, additional responsibility etc., which helps the employer to motivate the employees in a better way.

The objective of the study is to identify the motivational strategies followed by the organization & to identify innovative motivational strategies.

Keywords: Innovation, motivation, internal an external factors, retention, employer,employee

^[a]Devikarani.B.M

Lecturer ,

Dept of MBA

Kalpataru institute of technology

Hassan circe, Tiptur -

Phone number: 9620120026

Email id: dvk_rani@yahoo.com

1. INTRODUCTION:

Motivation is an inspiration that helps to use the employees' knowledge and skill for the growth and development of the organization. It is an act of persuading the people who work in the organization. It is defines as the psychological process that helps to increase the will to do work. It is the process of inspiring people from which the people can use their ability. It is an important function of management,. The employees who are engaged in the organization must be motivated. Without motivation, their ability and skill can't be used properly. Every employee has the capacity to do work. It is the process that helps the employee to explore their talent.

Motivation results from the interaction of both conscious and unconscious factors such as the (1) intensity of desire or need, (2) incentive or reward value of the goal, and (3) expectations of the individual and of his or her peers. These factors are the reasons one has for behaving a certain way. An example is a student that spends extra time studying for a test because he or she wants a better grade in the class.

Motivated employees perform their duties according to the goals of the organization. They perform work efficiently and timely and increase the efficiency. This paper outlines the importance of motivational strategies and the importance of innovative motivational strategies.

2. LITERATURE REVIEW

“The concept of motivation is mainly psychological. It relates to those factors or forces operating with the individual employee or subordinate which impel him to act or not to act in certain ways.”

–Delton e. McFarland

Factors within a human being or animal that arouse and direct goal-oriented behavior. Motivation has long been a central subject of study in psychology. Early researchers, influenced by Charles Darwin, ascribed much of animal and human behaviour to instinct. Sigmund Freud believed that much of human behaviour was also based on irrational instinctive urges or unconscious motives.

Walter B. Cannon proposed that basic human drives served homeostatic functions by directing energies toward the reduction of physiological tensions. Behavioral psychologists, in contrast, stress the importance of external goals in prompting action, while humanistic psychologists examine the role of felt needs. Cognitive psychologists have found that a motive sensitizes a person to information relating to that motive: a hungry subject, for example, will perceive food stimuli as larger than other stimuli. *See also* behaviour genetics; human nature; learning.

Motivation has been shown to have roots in physiological, behavioral, cognitive, and social areas. Motivation may be rooted in a basic impulse to optimize well-being, minimize physical pain and maximize pleasure. It can also originate from specific physical needs such as eating, sleeping or resting, and sex.

Motivation is an inner drive to behave or act in a certain manner. These inner conditions such as wishes, desires and goals, activate to move in a particular direction in behavior. Motivation has been defined by different authors in various ways. Merriam-Webster Online Dictionary says that motivation is the act or process of motivating, the condition of being motivated, a motivating for a stimulus or influence, incentive, drive. David Myers thinks that "it is a need or desire that serves to energise behavior and direct it towards a goal". Hawkins said "What drives or induces a person to behave in particular fashion, the internal force which initiates, directs, sustains and terminates all important activities. It influences the level of

performance and the efficiency achieved. Jones, George & Hill (2000) Motivation as physical forces that determine the direction of a person's behaviour, a person's level of effort and a person's level of persistence in the face of obstacles. Wendy Pan: "Give reason, incentive, enthusiasm or interest that causes a specific action or certain behaviour". A.H. Maslow developed a theoretical framework for understanding motivation. It arises from the needs and wants of an individual and drives the people through action and work by doing which he makes efforts to fulfil the needs and wants of an individual. Rensis Likert- core management- important performed by a manager for actuating the people to work for the accomplishment of organisational objectives, effective and dynamic Instinet in hands of managers for inspiring the workforce and creating confidence in them. Dalton E. McFarland, motivation is the way in which urges, desires, aspirations, control or explains the behaviour of human being. Dublin thinks it is the complex of forces starting and keeping a person at work in an organisation. Motivation is something that moves that person to action and continues him in the course of action already initiated. Finally S.Hall believes motivation to be a process where members of a group pull together to effect an organisation through loyalty and commitment.

3. CONCEPTUAL FRAMEWORK

Every company faces the challenge of how to motivate employees to perform at their full potential. –

Increasing motivation in workplace can help improve performance, raise morale and boost productivity. While different motivators work for different types of employees, there are several common techniques for getting employees excited and energized for their jobs.

Importance of motivation

1. Proper utilization of production factor: Motivation is the mechanism which is used to stimulate the employees. Stimulated employees are ready to use the production factor properly and efficiently. So it results in increase in production and productivity.

2. Willingness and interest creation: Motivation stimulates the employees in an organization. It influences the willingness of employees to work hard and help to present better performance. It is a process that acts according to desire of employees and increases the willingness and interest of employees to do work.

3. High productivity: When the employees are fully motivated there is better performance. It results high production and productivity increment.

4. Organizational goals: The machine, equipment, money cannot be effectively used when the employees are not motivated to do the work in an organization to the maximum extent .so it helps to achieve the organizational goals.

5. Readiness for change: Changes are required in every organization. Such changes may be in technology, environment etc. when the changes are introduced in the organization there is

tendency to resist them by the employee or hesitate to accept the change. Motivated employees are already made ready to accept the change.

6. Efficiency in work: Motivated employees perform their duties according to the goals of the organization. They perform work efficiently and timely and increase the efficiency

7. Reduce absenteeism: – Motivated employees don't want to be absent frequently. In other words, Motivated employees stay in the organization more and non Motivated employees are careless for the organizational goals.

8. Employees' satisfaction: employee's satisfaction is an important aspect for the managerial point of view. Employees may be motivated by fulfilling their needs and giving satisfaction in their work. In short Motivated employees are always satisfied.

9. Less disputes and strikes: disputes and strikes are harmful for organizational activities. When the employees are not motivates they are dissatisfies which creates disputes in the organization.

10. Better human relation: all employees must be treated as human beings by the organization. Motivation I mainly related to behave the human beings

Employer can motivate the employees by following any of the motivational techniques

Creative a Positive Work Environment

Motivate employees by giving them an upbeat, positive work environment. Encourage teamwork and idea-sharing, and make sure staffers have the tools and knowledge to perform their jobs well. Be available when employees need you to be a sounding board or a dispute mediator. Eliminate conflict as it arises, and give employees freedom to work independently when appropriate.

Set Goals

Help employees become self-motivated by helping them establish professional goals and objectives. Not only does this give employees something to strive for, but your business benefits when goals are tied to corporate contributions. Make sure goals are reasonable and achievable so employees don't get discouraged. Encourage them when they hit notable milestones.

Provide Incentives

Increase motivation by providing incentives to work toward. You can create individual incentives for each employee or team incentives to motivate employees as a group. Financial incentives can include cash prizes, gift cards or restaurant gift certificates. Nonfinancial incentives can include extra vacation days, compressed work weeks or choice office space or parking spots.

Recognize Achievements

Celebrate employee achievements through employee-of-the-month or star performer awards. Make a big deal out of accomplishments by celebrating at staff meetings. Print certificates or engrave plaques, issue a press release or post a notice on your company website. Recognize team accomplishments as well as individual efforts.

Share Profits

Motivate employees with the incentive of a profit-sharing program. In this way, employees increase their earnings when they help you increase yours. This approach simultaneously promotes collective goal-setting and teamwork. It also gives employees a sense of pride in ownership and can improve performance and reduce turnover as well as raise morale.

Solicit Employee Input

Regularly survey employees about their levels of satisfaction. You can conduct anonymous polls or hire an independent party to conduct a formal focus group. This will help you catch potential morale breakers before they get out of hand. Soliciting employee input also shows staffers that you care about their opinions and want to continually improve working conditions.

Provide Professional Enrichment

Encourage employees to continue their education or participate in industry organizations. Provide tuition reimbursement or send employees to skills workshops and seminars. If an employee is motivated to an upward career path, offer mentoring and job shadowing opportunities to keep them focused. Promote from within whenever possible, and create opportunities to help employees develop from a professional standpoint.

1. Financial incentives: First techniques of motivation are financial incentives as money is indicator of success. Therefore it fulfills psychological safety and status need as people satisfy their needs by money. Wages, salary motivates employees to perform better.

2. Job enlargement: Under this technique, task assigned to do job are increased by adding simile task. So the scope of job enlargement is high for the motivation of subordinates. It is also known as horizontally leading of job.

3. Job enrichment: Under this technique jobs are made challenging and meaningful by increasing responsibility and growth opportunities. In such technique of motivation, planning and control responsibility are added to the job usually with less supervision and more self evaluation. It is also called vertical leading.

4. Job rotation: it refers to shifting an employee from one job to another. Such job rotation doesn't mean hanging of their job but only the employees are rotated. By this it helps to develop the competency in several job which helps in development of employees.

5. Participation: Participation refers to involvement of employee in planning and decision making .it helps the employees feel that they are an asset of the organization which helps in developing ideas to solve the problems.

6. Delegation of authority: Delegation of authority is concerned with the granting of authority to the subordinates which helps in developing a feeling of dedication to work in an organization because it provides the employees high morale to perform any task.

7. Quality of work life: It is the relationship between employees' and the total working environment of organization. It integrates employee needs and well being with improves productivity, higher job satisfaction and great employee involvement. It ensures higher level of satisfaction.

8. Management by objectives: It is used as a motivation and technique for self control of performance. By this technique superior and subordinates set goals and each individual subordinates responsibilities clearly defined which help to explore the skill and use in the organization effectively.

9. Behavior modification: The last technique of motivation is behavior modification. It develops positive motivation to the workers to do the work in desired behavior in order to modify behavior.

INNOVATIVE MOTIVATIONAL TECHNIQUES

1. On-the-Spot Praise. This too is associated with recognition but the key here is timing. When there is a reason for praising someone don't put it off for any reason! Promptness equals effectiveness. Praise people when the achievement is fresh on everyone's mind.

What is effective is for us to get off our keisters and go out and tell whoever it is what a great presentation it was or applaud them for the sale...praise them promptly for what they accomplished or achieved! Don't allow time to creep in and snatch away any ounce of the positive impact that praise can have when it is delivered promptly.

2. Time Off. Implement contests that earn time off. People will compete for 15 minutes or 1/2 hour off just as hard as they will for a cash award. And in many cases, I have had people pick time off over cash when given the choice. Put goals in place (padded of course) and when these goals are reached by individuals, teams or the entire staff, reward them with time off. Allow early dismissals, late arrivals, and extended lunch periods or additional breaks.

3. Additional Responsibility. There are definitely employees in your organization who are begging for and can handle additional responsibility. Our job as managers is to identify who they are and if possible match responsibilities to their strengths and desires.

4. Stress Management. There are many articles and books available on the subject. Make this reference material available to your people. Make sure they know it is available and encourage them to use it.

If possible, have an in-house seminar on stress management techniques. So that production time is not lost, you might consider having a brown bag luncheon with a guest speaker on this subject.

Because stress is an ongoing concern, anytime is a good time for a seminar like this to take place. Be as flexible as you can with breaks during the course of the day.

5. Gags and Gimmicks. Use different gimmicks as awards to help inspire performance increases from your people. The key to awards is establishing the perception of priceless value that is associated with them. They should be recognized as status symbols in your environment. Here are some of my ideas:

- Plastic/rubber whale for "whale" of a performance.
- Pillsbury dough boy for the person raisin' the most bread.
- Cardboard stars for star-studded performances.
- Plastic phonograph records for setting a new record.
- California raisins for those with the highest percentage of "raisin" their productivity.
- Special parking space for the person who drives the hardest.
- Toy cymbals for those "symbolizing" total effort.
- Special Mountain Dew can for that person who exemplifies the "can do" attitude.
- A figurine of E.T. for out-of-this-world performance.
- The Eveready Bunny for those that keep going, and going, and going.
- Large Tootsie Roll replica for those on a "roll."
- A drum for the person that "drums" up the most business.

4. OBJECTIVES:

- To know the different motivational strategies followed by garment industry.
- To identify different innovative motivational strategies that helps an employee to achieve better performance.
- To study the impact of innovative motivational strategies on employee performance and their retention.

5. RESEARCH METHODOLOGY:

Population: Employees of garment industry

Sample: Convenience sampling

Sample size: 100 employees

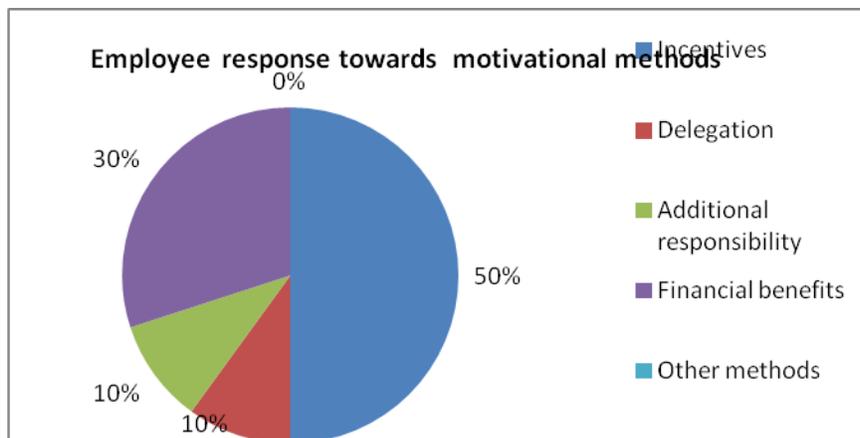
Questionnaire method: Closed ended structured questionnaire (Five point likert's scale)

6. ANALYSIS & INTERPRETATION

Table1 shows the employee responses towards the motivational strategies followed in garment industry are

Particulars	Response	Percentage
Incentives	50	50%
Delegation	10	10%
Additional responsibility	10	10%
Financial benefits	30	30%
Other methods	0	0%
Total	100	100%

Chart 1



Analysis:

60% of the employees agree that incentive programmes are used as motivational strategies by the garment industries, 10% of the employees agree that Delegation method is used as motivational strategies, 10% of the employees agree that additional responsibility is used as the motivational strategies & 30% of the employees agree that Financial benefits are used as motivational strategies by the garment industries.

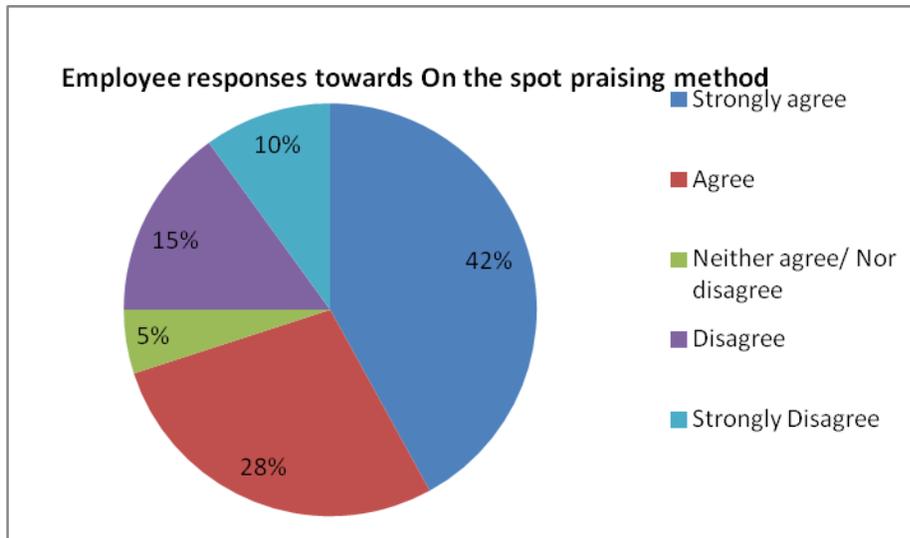
Inference:

Incentive programmes are the motivational strategies followed by garment industries.

Table 2 shows the employee responses towards On the spot praising make the employee to understand the impact of their better performance.

Particulars	Response	Percentage
Strongly agree	42	42%
Agree	28	28%
Neither agree/ Nor disagree	5	5%
Disagree	15	15%
Strongly Disagree	10	10%
Total	100	100%

Chart 2



Analysis:

70% of the employee agree that on the spot praising make the employee to understand the impact of their better performance, 5% of the employee Neither agree/ Nor disagree & 25% of the employee Disagree that on the spot praising make the employee to understand the impact of their better performance.

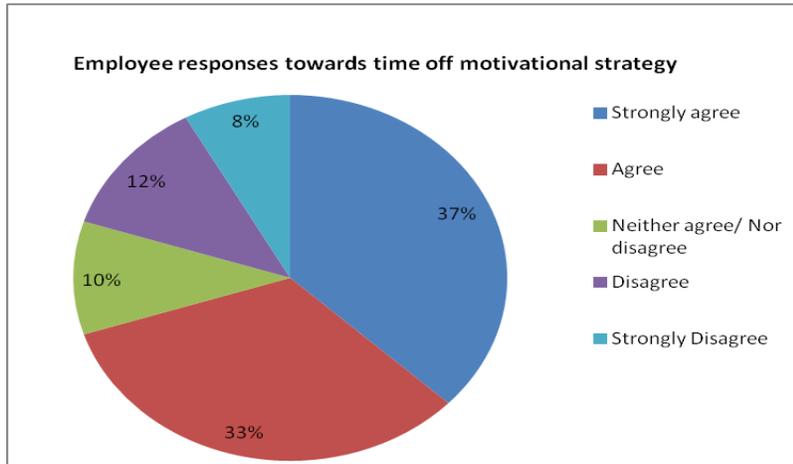
Inference:

On the spot praising make the employee to understand the impact of their better performance.

Table 3 Shows the employee responses towards time off motivational strategy helps in attaining work life balance.

Particulars	Response	Percentage
Strongly agree	37	37%
Agree	33	33%
Neither agree/ Nor disagree	10	10%
Disagree	12	12%
Strongly Disagree	8	8%
Total	100	100%

Chart 3



Analysis:

70% of the employees agree that time off motivational strategy helps in attaining work life balance, 10% of the employees Neither agree/ Nor disagree & 20% of the employees Disagree that time off motivational strategy helps in attaining work life balance

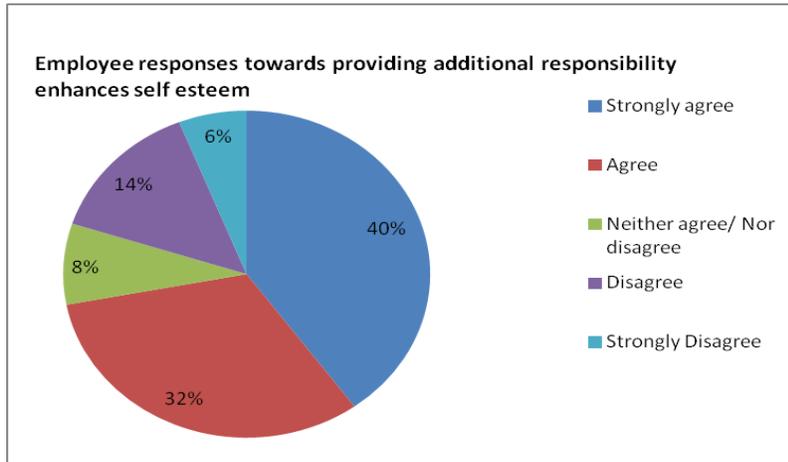
Inference:

Time off motivational strategy helps the employee in attaining their work life balance.

Table 4 shows the employee responses towards providing additional responsibility enhances self esteem of employee

Particulars	Response	Percentage
Strongly agree	40	40%
Agree	32	32%
Neither agree/ Nor disagree	8	08%
Disagree	14	14%
Strongly Disagree	6	6%
Total	100	100%

Chart 4



Analysis:

72% of the employees agree that providing additional responsibility enhances self esteem of employee, 8% of the employees Neither agree/ Nor disagree & 20% of the employees disagree that providing additional responsibility enhances self esteem of employee

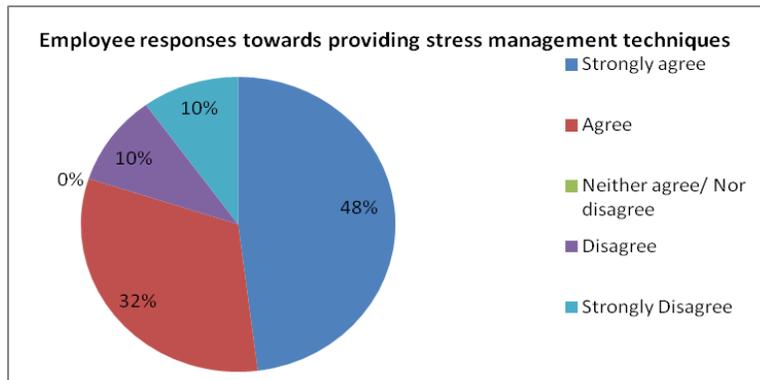
Inference

Providing additional responsibility enhances self esteem of employees in their organization.

Table 5 shows the employee responses towards providing stress management techniques such as work life balance, flexi time etc., motivates the employee.

Particulars	Response	Percentage
Strongly agree	48	48%
Agree	32	32%
Neither agree/ Nor disagree	0	0%
Disagree	10	10%
Strongly Disagree	10	10%
Total	100	100%

Chart 5



Analysis:

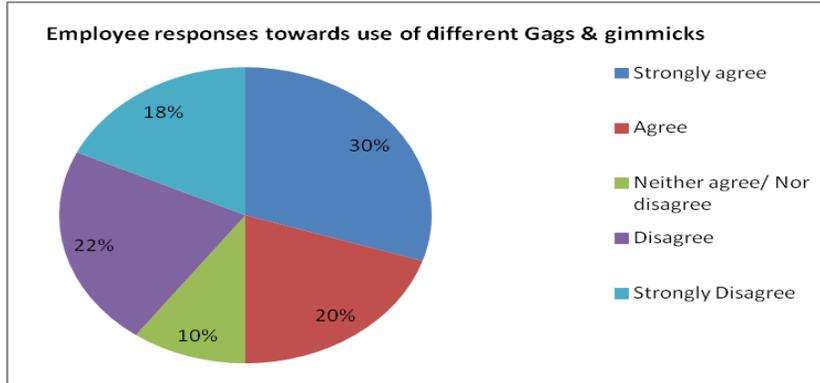
80 % of the employees agree that providing stress management techniques such as work life balance, flexi time etc., motivates the employee & 20% of the employees disagree that providing stress management techniques motivates the employee

Inference:

Providing stress management techniques such as work life balance, flexi time etc., motivates the employee in the organization.

Table 6 Shows the employee responses towards use of different Gags & gimmicks as awards that inspires employees to perform better.

Particulars	Response	Percentage
Strongly agree	30	30%
Agree	20	20%
Neither agree/ Nor disagree	10	10%
Disagree	22	22%
Strongly Disagree	18	18%
Total	100	100%

Chart 6**Analysis:**

50% of the employees agree that use of different Gags & gimmicks as awards inspires employees to perform better, 10% of the employees Neither agree/ Nor disagree & 40% of the employees disagree that use of different Gags & gimmicks as awards that inspires employees to perform better.

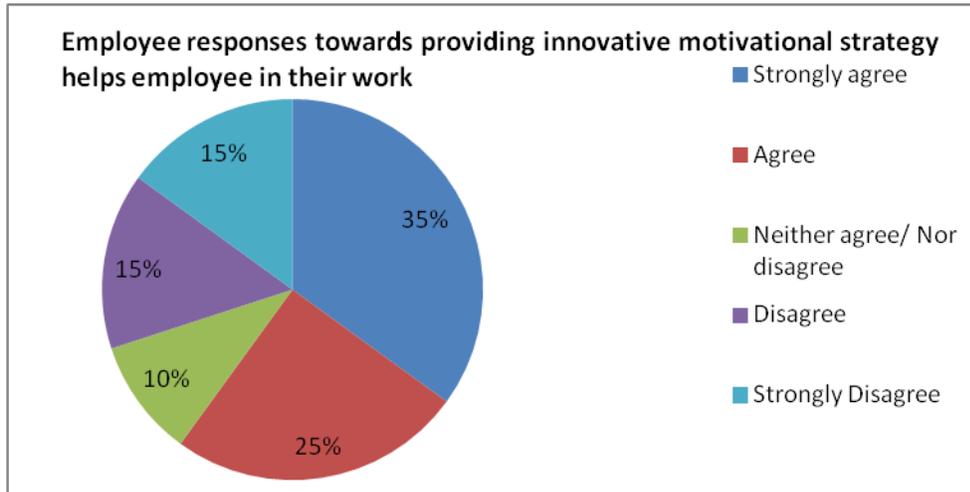
Inference:

Use of different Gags & gimmicks as awards inspires employees to perform better.

Table 7 Shows the employee responses towards providing innovative motivational strategy helps employee to manage their work related problems & improves their performance.

Particulars	Response	Percentage
Strongly agree	35	35%
Agree	25	25%
Neither agree/ Nor disagree	10	10%
Disagree	15	15%
Strongly Disagree	15	15%
Total	100	100%

Chart 7



Analysis:

60% of the employees agree that providing innovative motivational strategy helps employee to manage their work related problems & improves their performance, 10% of the employees Neither agree/ Nor disagree & 30% of the employees disagree that providing innovative motivational strategy helps employee to manage their work related problems & improves their performance

Inference:

Providing innovative motivational strategy helps employee to manage their work related problems & improves their performance.

7. FINDINGS

- Incentive programmes are the motivational strategies followed by garment industries.
- On the spot praising make the employee to understand the impact of their better performance.
- On the spot praise reinforces employee behavior
- Time off motivational strategy helps the employee in attaining their work life balance.
- Providing additional responsibility enhances self esteem of employees in their organization.
- Providing stress management techniques such as work life balance, flexi time etc., motivates the employee in the organization.
- Use of different Gags & gimmicks as awards inspires employees to perform better.
- Providing innovative motivational strategy helps employee to manage their work related problems & improves their performance.
- Providing innovative motivational strategy enhances employee commitment & helps in retention.
- Providing innovative motivational strategy enhances employee satisfaction.

8. SUGGESTIONS

Rather than using the conventional methods of motivation organizations can use innovative motivational strategies that help to enhance the performance of the organization, reduces employee turnover. It also helps the employees to tackle the job related problems.

These innovative motivational strategies enhance employee satisfaction which in turn leads employee commitment & loyalty. The impact of these innovative motivational strategies can be viewed on the overall performance of the organization.

These novel motivational strategies can bring more benefits to the organization when compare to conventional methods.

9. CONCLUSION

Organization can use different motivational techniques to motivate their employees. Conventional motivational techniques such as incentive programmes, rewards, financial benefits, delegation, empowerment, perks etc are commonly used . Motivation plays a pivotal role to retain the employees& to increase organizational loyalty. Organizations can use innovative motivational strategies such as time off, Gags & Gimmicks, on the spot praise, additional responsibility etc., which helps the employer to motivate the employees in a better way.

Innovative motivational strategies like On the spot praising make the employee to understand the impact of their better performance & reinforces employee behavior.

Time off motivational strategy helps the employee in attaining their work life balance & Providing additional responsibility enhances self esteem of employees in their organization.

Providing stress management techniques such as work life balance, flexi time etc., motivates the employee in the organization.

Organizations has to focus on innovative motivational strategies rather than traditional methods of motivation.

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ANNEXURE

Questionnaire:

1. The motivational strategies followed in your organization are
a. Incentives b. Delegation c. Additional responsibility d. Financial benefits e. Any other
2. On the spot praise reinforces employee behavior.
a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree
3. On the spot praising make the employee to understand the impact of their better performance.
a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree
4. Time off motivational strategy helps in attaining work life balance.
a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree
5. Time off motivational strategy leads to employees efficiency.
a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree
6. Providing additional responsibility enhances self esteem of employee.
a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree
7. Empowering employee increases their job satisfaction & commitment.
a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree
8. Providing stress management techniques such as work life balance, flexi time etc., motivates the employee.
a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree
9. Using different Gags & gimmicks as awards inspires employees to perform better.
a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree
10. Providing innovative motivational strategy shows management concern towards employees.
a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree
11. Providing innovative motivational strategy enhances employee satisfaction.
a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree

12. Providing innovative motivational strategy helps employee to manage their work related problems & improves their performance.

a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree

13. Providing innovative motivational strategy enhances employee commitment & helps in retention.

a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree

14. Innovative motivational strategy helps in creating job ownership.

a. Strongly agree b. Agree c. Neither agree/ Nor disagree d. Disagree e. Strongly Disagree

15. Would you like to suggest any other methods of motivation.

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