

A COMPARATIVE STUDY OF MOTIVATION LEVELS IN LIFE INSURANCE CORPORATION OF INDIA AND COMMERCIAL BANK BRANCHES IN VELLORE DISTRICT TAMILNADU

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Abstract

The present study out an interesting comparative perspective in the realm of motivation between Life Corporation of India and Commercial Bank Branches of Tamil Nadu the objective of the study is to examine the motivation of employees in Life Insurance Corporation of India and Commercial Bank Branches. The study found that there is significant differences between motivation of the employees of LIC and CBB; and between different levels of employees of LIC and CBB and also at inter levels in LIC employees and at inter levels in CBB employees.

Introduction

Motives are the forces that drive people into action. Yet, motives also drive people into action. The most complex phenomenon of human life is motivation. What motivates and de-motivate people is still an enigma for both theoreticians and practitioners. However, the efforts made by people from all disciplines to unravel this problem are innumerable and they are the foundations to add new dimension to the available knowledge on the subject. Motives cause actions of human beings at all stages and in all contexts of life, Life begins with motives and they disappear with death. Every person is a mixture of many motives. Amrose Bierce says, in each heart are a tiger, a pig, an ass, and a nightingale. Diversity of Character is due to their unequal activity.

Motivation forms the centre-piece of human existence. The treatment of the theme of human motivation is highly complex. Though, mankind has been undergoing many changes in the thoughts, habits, customs and traditions, the basics like hunger, sleep, sex, fear, hope, love, joy, sorrow remain the same. However, the contemporary organizational life has become highly critical and sensitive due to sweeping changes triggered by the modern knowledge ridden wireless world.

Theories of Motivation

The subject of motivation has been explored and theorized by or organizational behavior scientists, clinical psychologists, psycho analysts, cultural anthropologist, sociologists, and development economist. Despite all the explorations and expositions, the human motives and the motivational process are not adequately reflected in the theories that are offered by different theorists as they are mostly confined to economic organization.

Chronologically (not in the strictest sense), different theories have been evolved from different premises and with different objectives:

1. The first approach to motivate people was based on hedonism principle-people seek comfort or pleasure and avoid discomfort and pain.
2. The second one is scientific approach to management – workers can be motivated through economic incentives and scientific methods (F.W. Taylor, Frank Gilbreth and H.L.Gantt)
3. At the third stage, Hawthorne studies (Elton Mayo) have postulated that human beings can be motivated by many things (like social) other than money.
4. Another approach is content view which emphasizes that the tension caused by unmet needs with a sense of deprivation and their encouraging productive behavior will satisfy them. The theories covered under this category are; Maslow's Need hierarchy, Alderfer's ERG Theory, Murray's Manifest needs, Herzberg's Two- factor theory, McClelland's Acquired Needs Theory.
5. Another issue is process view of Motivation. It emphasizes the process by which that motivated behavior occurs. The most prominent among theories are: Expectancy Concern (Lewin and Talman) Valence/Expectancy (Vroom), and performance satisfaction (Porter and Lawler)

6. One more dimension is contemporary theories of motivation which include: Cognitive Evaluation/Self Perception (Heider, de Charms and Bern), Goal Setting Theory (Edwin Locke), Locus of Control (J.B.Rotter) dividing people into internals and externals, Equity Theory (Adams) based on the perceived input-outcome ratios, Attribution Theory (Kelley) which ascribes internal, and other causes to behavior.
7. One more addition in Reinforcement Approach which explains the role of rewards in the motivational process.
8. It is assumed that people tend to repeat behavior for which they are rewarded and they tend not to repeat behavior for which they are not rewarded (skinner). Hedonism and reinforcement has a close relationship. Normally pleasure (hedonism) and reward are appreciated by people.

Review of Literature

Some of the studies made by different authors in empirical spheres on Motivation are presented hereunder.

Friedlander made a comparative study of blue collar and white collar employees. His main findings were that in comparison to blue collar employees, white collar employees rated social environmental factors like security, workgroup, co-workers, etc.

A significantly less important and intrinsic take factors like achievement, challenge, use of abilities, etc., as significantly more important.

Wolf studied as stratified sample of 83 regular manufacturing employees and asked them four open-end questions as to most and least liked things about, the job and the company. It terms of the job, work itself, achievement and advancement were most often mentioned and for the company policy and administration, working conditions and job security was liked things.

Amachree used reference group concept as focus of his study of 315 workers from a mining company. It was found that workers satisfaction is related more to reference group comparison than to level of skill and other existential situations in the work place.

Rao has studied on the managers, supervisors and workers of small industries perceive the organizational climate of these industries. There were no consistent differences in the perception of the managers, supervisors and workers and the difference shown was dependent on the units. The personal factors such as age, education, professional training and previous experience were not associated with their perception

Kumar in his study on Indian managers investigated the relationship between the variables of organizational climate and the level of self-actualization. The study suggested negative relationship between organizational climate and some self-actualizing factors – these that aroused n-Ach., but positive correlations between those that aroused n-Affiliation.

Rajappa highlighted the importance of working environment in the analysis of work motivation Results of his study reveals that organizations with achievement oriented climate were highly productive organizations. Singh and Singh conducted a study on the 90 superiors. The results indicate that personal factors like age, marital status, education, and number of dependents have significant effect on the level of job satisfaction.

Bansal reported that qualities needed for successful job performance of managers are job knowledge, decision-making, good human relation, coordination, leadership, co-operation, communication, need for power, need for occupational achievement and intelligence.

Singh and Singh study the relationship of ego strength participation and job anxiety to the productivity/performance of six hundred blue collar workers. Results of the investigation reveals that productivity of individual

is not only associated with physical environment of work but it has define relationship with psychological variables also.

Sharma has emphasized the importance of organizational climate in employees work motivation. Based on a survey of fifty industrial organizations in India, he observed that grievance handling, recognition and appreciation, participative management and scope for advancement are important factors in an organizational climate enhancing work motivation of employees. In other words, what required is the improvement of quality of work life and not merely the material benefits.

The best case for money as a motivator is a review of studies done by Edwin of the University of Marlyl and Locke looked at four methods of motivating employee's performance. Money, goal setting, participation in decision-making, and redesigning jobs to give workers more challenge and responsibility.

Sharma, Poonam investigates ethics in practice by examining the decision-making behavior of managers in public and private sector organizations. The justification given by the managers for their actions in situation involving ethical dilemmas were studied. Detailed case studies of two organizations, one content analysis of the case, some vignettes reflecting the real life ethical issues faced in these organizations were presented to the participations for analysis. The responses revealed that the managers from the two types of organization differed not only with respect to the nature of decisions they made but also in their cognitive framework.

Shukla, Prabha Vati highlights the need to conduct training programmed for managing people in underdeveloped regions who are characterized by the traits inherent in McGregor's theory X and inculcating in them the attributes of theory Y. Training in need for achievement and goal setting behavior, cross awareness training, for success, training for encouraging creativity, shared experience training, assertiveness training, quality for encouraging creativity, share experience training, assertiveness training, quality consciousness can be introduced in the work culture. The usefulness of these programmes has been discussed.

Singh, Nain, Sharma, K.P., and Verma, Saroj explores burnout among primary school teachers in relation to gender, age, and teaching experience. A sample of 218 primary school teachers (62 males, 156 females) was administered the Primary School Teacher Burnout Scale (Mishra & Srivastava). Results revealed that the level of burnout was almost similar among male and female teachers. Age was not significantly related to burnout while teaching experience was significantly and negatively correlated with the feeling of burnout. Recommendations have been made to reduce the feeling of burnout among primary school teachers.

Singh, Satvir and Kaur Rajinder examine the association of motive, work values, and personality characteristics with promotional success. The sample consisted of 80 senior managers (mean age 40.12 years) whose Promotional Success (PS) was conducted by considering the number of promotion and the length of service. The 16PF Questionnaire (Cattell & Eber, 1962), the survey of work values (Wollack et al., 1971), and an adapted version of McClelland's Thematic Appreciation Test were administered to the subjects. Hierarchical and correlation analyses revealed that intelligence, creativity, radicalism decision-making ability, self-control, need for achievement need for power and intrinsic work related values were positively associated with PS. Easy going, happy go lucky and suspicious were negatively related to PS. Factor analyses yielded five factors, three of these were promoters decision making achievement via power and intrinsic values, and two retarders easy going and anxiety.

Research Design and Methodology

Statement of the Problem

Motivation is the crucial issue in all organizations, as every manager has to deal with this aspect in order to succeed in the organizational mission. Though there are many independent theories on motivation, no single theory is relevant to all the situations. Thus, the search for understanding new dimensions of motivation has been continuing. Motivation means different views to different people in different timings in different contexts.

Normally the success and failure of organization have been attributed to the effectiveness of motivation in organizational setting. As such the topic of motivation welcomes the research studies without limitations so as to add a new dimension to motivation theory and practice. This is due to the fact the each organization has its own personality. That is organizations vary widely both structurally and functionally. As such, the specific findings of one research in a particular area and in a particular organization may not be totally relevant to other organizations. Hence, there is a need for the investigation of the problem like Motivation. In the present study an attempt is made to study the motivation between Life Insurance Corporation of India and Commercial Bank Branches in Vellore District.

Objectives of the Study

The objective of the study is to examine the motivation of employees in Life Insurance Corporation of India and Commercial Bank Branches.

Hypotheses

There is no significant difference between Life Insurance Corporation of India and Commercial Bank Branches employees in motivation.

Methodology

The Study is mainly based on primary data. The primary data are collected from the employees of Life Insurance Corporation of India and Commercial Bank Branches in Vellore District, by making personal visits through a schedule prepared for this purpose. The present study confines to Higher Level Executives, Middle Level Executives, Lower Level Executives and Clerks Level in LIC and CBB employees.

Sampling

The simple random sampling method is applied and the data collected from employees as follows:

Designation	Total Employees of LIC	Sample drawn for LIC	Total Employees of CBB	Sample drawn for CBB
Higher Level Executives	15	9	91	30
Middle Level Executives	79	49	104	34
Lower Level Executives	64	40	326	107

Designation	Total Employees of LIC	Sample drawn for LIC	Total Employees of CBB	Sample drawn for CBB
Higher Level Executives	15	9	91	30
Middle Level Executives	79	49	104	34
Clerks	328	202	1002	329
Total	486	300	1523	500

Tools for Data Collection and Analysis

In the present study, a schedule is designed to know the opinion on some factors relating to motivation items and supplied to each category of employees. It consists of forty items of motivation and also name, organization and designation. Responses were solicited on a 5 point scale, ranging from Strongly Agree (5), Agree (4), Moderately Agree (3), Disagree (2) to Strongly Disagree (1). The data collected through the schedules from primary source have been processed and the results are tested with the hypothesis by employing appropriate statistical tools like mean, standard deviation and 't' test. The 't' test is applied to study the difference between Life Insurance Corporation of India and Commercial Bank Branches employees in motivation.

Analysis of the Study

The efficiency and effectiveness of organizations depend on the motivation and it affects individuals and groups in the organizations from the view point of their morale, discipline, attitudes, and other behavioral dimensions including inter-personal relationships. Therefore, the managers put forth their efforts to the best of their ability in motivating their employees at all levels so as get the best out of them without much unsought consequences.

In order to know the difference of motivation among the employees of LIC and CBB the data is interpreted and presented in the following paragraphs.

The data pertain to know the following findings,

1. The difference motivation of LIC and CBB employees.
2. The difference between motivation of LIC and CBB employees viz., Higher Level Executives, Middle Level Executives, Lower Level Executives and Clerks.
3. The difference between motivation of LIC and CBB at inter levels of employee's viz., Higher Level Executives and Middle Level Executives, Middle Level Executives and Lower Level Executives, Lower Level Executives and Clerks.

Motivation of LIC and CBB Employee Grades

The degree of motivation of employees among higher, middle, lower level executives and clerks is worked and the analysis and results are presented in the following tables.

Table1: Motivation Of LIC And CBB Employees

Sector	N	Mean	S.D.	't' value
LIC	300	156	18.5	
CBB	500	146	15.8	7.585

Table 1, reveals that the LIC employees have shown higher motivation than the CBB employees as the mean score of LIC employees (156) is higher than the mean score of the CBB employees (146). As the calculated 't' value 7.585 is greater that the critical value, it is significant at 0.01. Hence, the hypothesis of "there is no significant difference between LIC and CBB employees is motivation" is rejected.

Table 2: Motivation of Higher Level Executives of LIC and CBB

Sector	N	Mean	S.D	't' value
LIC	9	168	11.2	
CBB	30	151	15.9	3.542

Table 2, reveals that the LIC Higher Level Executive have shown higher motivation than the CBB Higher Level Executives as the mean score of LIC Higher Level Executives (168) is being higher than the mean score of the CBB Higher Level Executives (151). As the calculated 't' value 3.542 is greater that the critical value, it is significant at 0.01 level. Hence, the hypothesis of "there is no significant difference between LIC and CBB employees in motivation" is rejected.

Table 3: Motivation of Middle Level Executives of LIC and CBB

Sector	N	Mean	S.D	't' value
LIC	49	153	13.9	
CBB	34	142	13.9	3.374

Table 3, reveals that the LIC Middle Level Executives have shown higher motivation than the CBB Middle Level executives as the mean score of LIC Middle Level Executives (153) is being higher than the mean score of the CBB Middle Level Executives (142). As the calculated 't' value 3.374 is greater than the critical value, it is significant at

0.01 level. Hence, the hypothesis of “there is no significant difference between LIC and CBB employees in motivation” is rejected.

Table 4: Motivation of Lower Level Executives of LIC and CBB

Sector	N	Mean	S.D	‘t’ value
LIC	40	162	15.1	
CBB	107	153	14.8	3.032

Table 4, reveals that the LIC Lower Level Executives have shown higher motivation than the CBB Lower Level executives as the mean score of LIC Lower Level Executives (162) is being higher than the mean score of the CBB Lower Level Executives (153). As the calculated ‘t’ value 3.032 is greater than the critical value, it is significant at 0.01 level. Hence, the hypothesis of “there is no significant difference between LIC and CBB employees in motivation” is rejected.

Table 5: Motivation of Clerks of LIC and CBB

Sector	N	Mean	S.D	‘t’ value
LIC	202	155	19.9	
CBB	329	144	15.5	6.8

Table 5, reveals that the LIC Clerks have shown higher motivation than the CBB Clerks as the mean score of LIC Clerks (155) is being higher than the mean score of the CBB Clerks (144). As the calculated ‘t’ value 6.8 is greater than the critical value, it is significant at 0.01 level. Hence, the hypothesis of “there is no significant difference between LIC and CBB employees in motivation” is rejected.

Table 6: Motivation of LIC Higher Level Executives and Middle Level Executives

Job Level	N	Mean	S.D	‘t’ value
Higher Level Executives	9	168	11.2	
Middle Level of Executives	49	153	13.9	3.569

Table 6, reveals that the LIC Higher Level Executives have shown higher motivation than the LIC Middle Level Executives as the mean score of LIC Higher Level Executives (168) is being higher than the mean score of the LIC Middle Level Executives (153). As the calculated ‘t’ value 3.569 is greater than the critical value, it is significant at 0.01 level. Hence, the hypothesis of “there is no significant difference between LIC and CBB employees in motivation” is rejected.

Table 7: Motivation of LIC Middle Level Executives and Lower Level Executives

Job Level	N	Mean	S.D	‘t’ value
Higher Level Executives	49	153	13.9	
Middle Level of Executives	40	162	15.1	2.295

Table 7, reveals that the LIC lower Level Executives have shown higher motivation than the LIC Middle Level Executives as the mean score of LIC Lower Level Executives (162) is being higher than the mean score of the LIC Middle Level Executives (153). As the calculated ‘t’ value 2.925 is greater than the critical value, it is significant at 0.01 level. Hence, the hypothesis of “there is no significant difference between LIC and CBB employees in motivation” is rejected.

Table 8: Motivation of LIC Lower Level Executives and Clerks

Job Level	N	Mean	S.D	‘t’ value
Lower Level Executives	40	162	15.1	
Clerks	202	155	19.9	2.475

Table 8, reveals that the LIC lower Level Executives have shown higher motivation than the LIC Clerks as the mean score of LIC Lower Level Executives (162) is being higher than the mean score of the LIC Clerks (155). As the calculated 't' value 2.475 is greater than the critical value, it is significant at 0.01 level. Hence, the hypothesis of "there is no significant difference between LIC and CBB employees in motivation" is rejected.

Table 9: Motivation of CBB Higher Level Executives and Middle Level Executives

Job Level	N	Mean	S.D	't' value
Hihger Level Executives	30	151	15.9	
Middle Level Executives	34	142	13.9	2.374

Table 9, reveals that the CBB Higher Level Executives have shown higher motivation than the CBB Middle Level Executives as the mean score of CBB Higher Level Executives (151) is being higher than the mean score of the CBB Middle Level Executives (142). As the calculated't' value 2.374 is greater than the critical value, it is significant at 0.01 level. Hence, the hypothesis of "there is no significant difference between LIC and CBB employees in motivation" is rejected.

Table 10: Motivation of CBB Middle Level Executives and Lower Level Executives

Job Level	N	Mean	S.D	't' value
Middle Level Executives	34	142	13.9	
Lower Level Executives	107	153	14.7	4.033

Table 10, reveals that the CBB Lower Level Executives have shown higher motivation than the CBB Middle Level Executives as the mean score of CBB Lower Level Executives (153) is being higher than the mean score of the CBB Middle Level Executives (142). As the calculated't' value 4.033 is greater than the critical value, it is significant at 0.01 level. Hence, the hypothesis of "there is no significant difference between LIC and CBB employees in motivation" is rejected.

Table 11: Motivation of CBB Lower Level Executives and Clerks

Job Level	N	Mean	S.D	't' value
Lower Level Executives	107	153	14.8	
Clerks	329	144	15.5	5.745

Table 11, reveals that the CBB Lower Level Executives have shown higher motivation that the Clerks as the mean score of CBB Lower Level Executives (153) is being higher than the mean score of the Clerks (144). As the calculated't' value 5.745 is greater than the critical value, it is significant at 0.01 level. Hence, the hypothesis of "there is no significant difference between LIC and CBB employees in motivation" is rejected.

Summary of Findings

There is significant differences found between motivation of the employees of LIC and CBB; and between different levels of employees of LIC and CBB and also at inter levels in LIC employees and a inter levels in CBB employees.

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