

Role of Gender and Motivation across Banking Sector in India

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ABSTRACT

Motivation is the basic drive for all of our actions. Motivation refers to the dynamics of our behavior, which involves our needs, desires, and ambitions in life. The role of gender in shaping motivation has a long history in psychological and educational research. This paper investigates the relationship between role of gender and motivational aspects of employees behaviour. The study comprised of analysing six motives (Achievement, Influence, Extension, Control, Affiliation and Dependency) by administering MAO-B questionnaire to respondents. Sample comprised of 102 respondents from Banking sector. The study shows that most significant motive influencing the managerial behaviour for both the gender is Extension followed by Achievement motive.

Keywords: Extension, Affiliation, Achievement, Managerial behaviour

Introduction:

Motivation refers to “the reasons underlying behaviour” (Guay et al., 2010). Motivation can also be defined as “the attribute that moves us to do or not to do something” (Gredler et al., 2004). A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and objectives of the firm. The appearance of the job as a whole has, in fact a bearing on the willingness and quality of an employee’s performance (Bruce, 1962). A person’s behaviour is the result of several factors or motives. Knowledge of the typical, primary motivators of behaviour in a work setting can help managers and consultants to deal more effectively with people. Murray (1938) developed a long list of human motives or needs and his work inspired further studies, which have produced different lists of significant behavioural motives. McClelland identified three important motives: achievement, affiliation and power (McClelland et al., 1953). Although McClelland’s study of achievement and affiliation motives showed them to be rather simple variables, he found the power motive to be a complex one. The desire for power contains three different elements: the need to control others, the need to make an impact on others and the need to use power to do something for other people and groups (McClelland, 1975). Maslow (1943) advanced the following important propositions about human behaviour: humans want beings (they always want and they want more), a satisfied need is not a motivator of behaviour and human needs are arranged in a series of levels-a hierarchy of importance. Maslow classified people needs in 5 categories: physiological, safety, social (sense of belonging), esteem and self-realization needs. Maslow said that, when an inferior rank need is satisfied (for example, assuring food, clothing, the need of breathing, etc), the next level need becomes dominant, and the attention of the person is dedicated to the accomplishment of this higher rank need. He mentioned that only an unsatisfied need can motivate the behaviour, the dominant need being the primary factor for behaviour motivation.

Managerial behaviour of an employee is defined as the in-role and extra-role behaviour of employee in an organisation. Motivation is important because it affects our lives everyday. Achievement motivation is based on reaching success and achieving all of our aspirations in life. Achievement goals can affect the way a person performs a task and represent a desire to show competence (Harackiewicz, Barron, Carter, Lehto, & Elliot, 1997). These basic physiological motivational drives affect our natural behavior in different environments. Most of our goals are incentive-based and can vary from basic hunger to the need for love. Our motives for achievement can range from biological needs to satisfying creative desires or realizing success in competitive ventures. All of our behaviors, actions, thoughts, and beliefs are influenced by our inner drive to succeed. As motivation is the basic drive for all of our actions it is essential to analyse important motives that drives managerial behaviour.

Literature Review:

Murray (1938) developed a long list of human motives or needs. Murray's work inspired further studies, which have produced different lists of significant behavioral motives. McClelland, Atkinson, Clark, and Lowell (1953) suggested three important motives (achievement, affiliation, and power) and also suggested elaborate methods for measuring them. McClelland subsequently demonstrated the importance of the achievement motive for entrepreneurship and marketing (McClelland, 1961;

McClelland & Winter, 1971) and of power as a motivator in management (McClelland, 1975; McClelland & Burnham, 1976).

Although McClelland's study of achievement and affiliation motives showed them to be rather simple variables, study found the motive of power to be a complex one. As he suggested during his study of power (McClelland, 1975), the desire for power contains both an urge to control others and an urge to make an impact. McClelland called these variables personalized power and socialized power. Thus, McClelland seems to suggest three different elements in the power motive: the need to control others (personalized power), the need to make an impact on others, and the need to use power in doing something for other persons and groups—such as in organizations (socialized power). It is helpful to make clear distinctions among these three. Control seems to be focused around keeping track of developments according to an agreed-on plan to be informed about "how things are going." This seems to be an important need or motive in managerial behaviour. The so-called socialized dimension of power (reflected in the use of power for the benefit of others) seems to be a separate need or motive. Pareek (1968a, 1968b) suggests that this need is important for social development and calls it the extension motive. The need for achievement was defined by McClelland (1985) as a concern with "doing things better, with surpassing standards of excellence". Decades of research have shown n Achievement to be related to moderate risk taking, responsiveness to feedback, future-time-orientation, personal responsibility for performance outcomes, and participation in entrepreneurial activity. It is not surprising that research on gender and achievement motivation has been influenced by prevailing views about gender differences. Stewart and Chester (1982) focused their review of these differences on two areas—differential responses to achievement arousal and behavioural correlates of achievement.

Many researchers believed that it was difficult to arouse achievement motivation in women, most likely because achievement was seen as an exclusively masculine concern. It was also quite likely that because the original arousal studies had only male participants, key imagery to distinguish between high and low achievement-motivated women was left out of the coding categories. Stewart and Chester (1982) reviewed the early research on the arousal of n Achievement, and, after pointing out flaws in research design and missed opportunities to interpret main effects, they concluded that there is no consistent evidence that the motive was difficult or impossible to arouse in women.

Objectives:

In today's challenging work environment, engaging and motivating the tweeting generation is emerging as the biggest challenge. It is widely recognized in the human resource literature that promotion of the motivation of workers in both private and public organisations leads to a higher quality of human resources and optimum performance. Consensus is also growing among managers about the significance of combining good human resource performance approaches on motivation incentives to encourage good performance. Hence, it becomes important for the management to understand what drives the managerial behaviour.

Hypothesis:

Although Miner's research (1993) demonstrates no difference in managerial motivation between women and men in managerial positions in recent years in the USA, the question remains if these findings are generalizable to other countries. Based on the results of recent studies of managerial motivation of females and males in the USA (Miner, 1993; Miner and Smith, 1982; Miner et al., 1985), Hong Kong (Ebrahimi, 1997a), and the PRC (Chen et al., 1997) we postulate the following:

H₁: Managerial motivation for males and females employees are different .

Research Methodology:

Tool Used:

MAO-B INSTRUMENT

The Motivational Analysis of Organizations-Behavior (MAO-B) instrument contains sixty items, five for each dimension (approach and avoidance) of the six motives is used to study motivational aspects of managerial behaviour. The test-retest reliability coefficients for the six dimensions are between .61.

Sample and Sampling technique:

To study motivational aspects of managerial behaviour MAO-B was administered to 102 BPO professional (46% Male and 54% Female) . In the absence of any Sampling Frame and due to paucity of time, the sampling technique used was convenience.

Data Analysis and Result:

Table 1 shows mean and Standard deviation of both male and female gender for all the six motives (Achievement, Influence, Extension, Control, Affiliation and Dependency). The above table shows mean value of achievement motive for male (2.6) is higher than female (2.5). As standard deviation for female is higher than males shows females have comparatively less homogeneity in perception towards motivation. For Extension motive and dependency motive mean value is higher than male counterparts.

Table 1 Descriptive Statistics

Gender		Ach_Mot	Influence	Exten	Control	Affiliation	Dependency
MALE	Mean	2.60	2.66	2.46	2.46	2.46	1.80
	N	45	45	45	45	45	45
	Std. Deviation	.80	.79	.81	1.03	.72	.54
FEMALE	Mean	2.52	2.26	3.84	1.68	2.05	2.63
	N	57	57	57	57	57	57
	Std. Deviation	1.40	1.02	6.75	1.03	.69	1.14
Total	Mean	2.55	2.44	3.23	2.02	2.23	2.26
	N	102	102	102	102	102	102
	Std. Deviation	1.17	.949	5.10	1.10	.733	1.01

Table 2 shows significant difference in the mean value of male and female gender for all the six motives (Achievement, Influence, Extension, Control, Affiliation and Dependency).

ANOVA Table

The table show relationship is significant for influence motive (p =.032) ,control (p =.000), affiliation (p =.004) and dependency (p=.000) motive.

Table 2 : Anova Table

		Sum of Squares	df	Mean Square	F	Sig.
Ach_Mot * Gender	Between Groups (Combined)	.137	1	.137	.098	.755
	Within Groups	139.011	100	1.390		
	Total	139.147	101			
Influence * Gender	Between Groups (Combined)	4.094	1	4.094	4.703	.032
	Within Groups	87.053	100	.871		
	Total	91.147	101			
Extension * Gender	Between Groups (Combined)	47.574	1	47.574	1.843	.178
	Within Groups	2580.779	100	25.808		
	Total	2628.353	101			
Control * Gender	Between Groups (Combined)	15.396	1	15.396	14.320	.000
	Within Groups	107.516	100	1.075		
	Total					

Affiliation * Gender	Total	122.912	101				
	Between Groups (Combined)	4.311	1	4.311	8.614	.004	
	Within Groups	50.042	100	.500			
Dependency * Gender	Total	54.353	101				
	Between Groups (Combined)	17.390	1	17.390	20.112	.000	
	Within Groups	86.463	100	.865			
	Total	103.853	101				

Table 3 below shows $p > \alpha$ for affiliation and control motive. Hence Equal variance for the control and affiliation motive is verified.

Table 3 Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference		95% Confidence Interval of the Difference	
							Lower	Upper	Lower	Upper
Ach_Mot	Equal variances assumed	70.643	.000	.313	100	.755	.07	.23	-.39	.54
	Equal variances not assumed			.33	92.27	.740	.07368	.22152	-.36626	.51
Influence	Equal variances assumed	5.688	.019	2.16	100	.032	.40351	.18606	.03438	.77
	Equal variances not assumed			2.23	99.98	.028	.40351	.18067	.04506	.76
Extension	Equal variances assumed	6.472	.012	-1.35	100	.178	-1.37544	1.01305	-3.38531	.63
	Equal variances not assumed			-1.52	58.00	.133	-1.37544	.90228	-3.18151	.43
Control	Equal variances assumed	.162	.688	3.78	100	.000	.78246	.20677	.37223	1.19
	Equal variances not assumed			3.78	94.66	.000	.78246	.20672	.37204	1.19
Affiliation	Equal variances assumed	2.883	.093	2.93	100	.004	.41404	.14107	.13416	.69
	Equal variances not assumed			2.91	92.41	.004	.41404	.14187	.13229	.69
we accept null Dependency	Equal variances assumed	46.403	.000	-4.48	100	.000	-.831	.18543	-1.199	-.46
	Equal variances not assumed			-4.83	84.21	.000	-.83	.17	-1.17	-.48

As equality of variance is shown by only control and affiliation motive. Hypothesis are tested only for control and affiliation motive. Table 4 below shows p value for control motive (.000) is lower than α and also for affiliation motive p value =.004 is lower. Null hypothesis is rejected that is there is no difference in the mean of control and Affiliation motive for male and female gender. From Table 1 it can be inferred mean value of control motive(2.4) for male is higher than female (1.6) and also for affiliation motive mean value for male (2.4) compared to female (2.0) is higher.

Conclusion:

Study shows affiliation motive and control motive are influencing employees of Banking sector. Thus, no difference in the motives influencing both the genders in the Banking. From descriptive statistics it could be inferred mean value of control motive and affiliation motive for male is higher than female. Miner's research (1993) demonstrates no difference in managerial motivation between women and men in managerial positions in recent years in the USA. This study supports findings of Miners study which shows no difference in motivational aspects for both the gender at the workplace.

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