

Motivational Intervention in Productivity Improvement

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***Abstract :** Productivity improvement interventions are diverse covering wide ranging managerial and non-managerial issues. Creative abilities, cognitive capacities, inherent learning from the birth of human civilization motivated human being to continuously strive for devising ways and means to do things better. Scientific concepts of productivity were unknown until 1970s. Mechanistic scientific management paradigm that focused efficiency ignored quality and effectiveness dimensions of productivity. Neo-classical approach's human behavioral overlays lacked scientific methods of analyzing productivity. Systemic view of organization acknowledged operating organizational environment, strategic thinking and leadership as key interventions for survival, growth and development of an organization, explicitly escaped the productivity measures. Scarcity of resources, continued budget deficit, tax payer's pressures, businessmen's demand for more proactive and lean government forced politicians to ascribe high priority on productivity improvement. Projects were undertaken during 1970s to develop productivity indexes. National productivity organizations are now operating in most countries of the world to promote productivity both in private and public sectors.*

Motivation and productivity are positively correlated. A motivated person exerts more efforts than a demotivated or frustrated person. This increased efforts result in improved performance and productivity. Motivation is now viewed from a future oriented perspective that emphasizes long-term gains in productivity. Developing employee's desire, willingness, abilities and efforts are crucial in optimally exploring and utilizing human potentials. The study, thus, explores, in generic terms, potential benefits of motivation in productivity improvement and suggests actions for policy interventions.

The study result unfolds innumerable potentials of motivation in reinforcing positive behavior; weakening negative behavior; identifying other positive impacts in terms of greater or increased individual

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commitment, responsibilities and output; determining costs of non or low motivation by way of job avoidance and exploring individual capacity of performance improvement. The current study result reconfirms all previous recommendations of the study entitled "Reformulating Human Resource Management Policy for Sustainable Motivation" with some additions like: corporate beliefs in human resource motivation, increased human resource investment, formulating need-based and motivation focused HRM policy and eliminating performance improvement challenges like: congenial working environment, fair and courteous supervisory behavior, delegation, procedure simplification, clearly defined jobs, financial, administrative and other supports. Motivation should, thus, get utmost priority in productivity improvement process.

1.0 Introduction

1.1 Motivation-Productivity Relations

Productivity improvement interventions are diverse covering wide ranging managerial and non-managerial issues. Creative abilities, cognitive capacities, inherent learning from the birth of human civilization motivated human being to continuously strive for devising ways and means to do things better. Productivity involves innumerable managerial interventions: strategic thinking, leadership behavior, corporate values and culture, structure, communication and decision making process, systems and procedures, motivation and human resource management systems, technology and other management issues. Motivation and commitment, employee morale, attitude are also crucial in productivity improvement process.

Scientific concepts of productivity were unknown until 1970s. The traditional mechanistic organization paradigm ...assumes a fixed and closed goal-attainment model with known and predetermined means for these pre-fixed and unchanging goals (Holzer 31:1992). The second wave commonly termed as the 'neo-classical' approach added behavioral and human dimension on productivity improvement and organizational success. Holzer (32:1992) points out that productivity becomes inadequate because of the absence of the behavioral component. Evaluation criteria, as employee satisfaction, turnover, morale, absenteeism,

and commitment, become elements of the description of an organization's effectiveness. Systemic view of organization acknowledged operating organizational environment, strategic thinking and leadership as key interventions for survival, growth and development of an organization, explicitly escaped the productivity measures. Scarcity of resources, continued budget deficit, tax payer's pressures, business men's demand for more proactive and lean government forced politicians to ascribe high priority on productivity improvement. Projects were undertaken during 1970s to develop productivity indexes. In fact, ... productivity emerged as a main topic in public administration in the 1980s after a decline in the late 1970s and early 1980s (Bouchaert 29:1992). Schermerhorn, Jr. et al reconfirms that productivity (676:1985) ... has reemerged in the vocabulary of management as the watchword of the 1980s. Now, national productivity organizations are operating in most countries of the world to promote productivity both in private and public sectors.

Traditionally, productivity is viewed as the input-output relations. Critiques consider this definition as ... unsophisticated method where productivity by definition cannot change. A focus on output, or on workload in reference to output, is therefore an improvement, as this is what is actually provided to citizens, consumers, and taxpayers (Bouckaert 32:1992). Schermerhorn, Jr.(677:1985) defined productivity as ... a summary measure of the quantity and quality of work performance with resource utilization considered (figure-1):

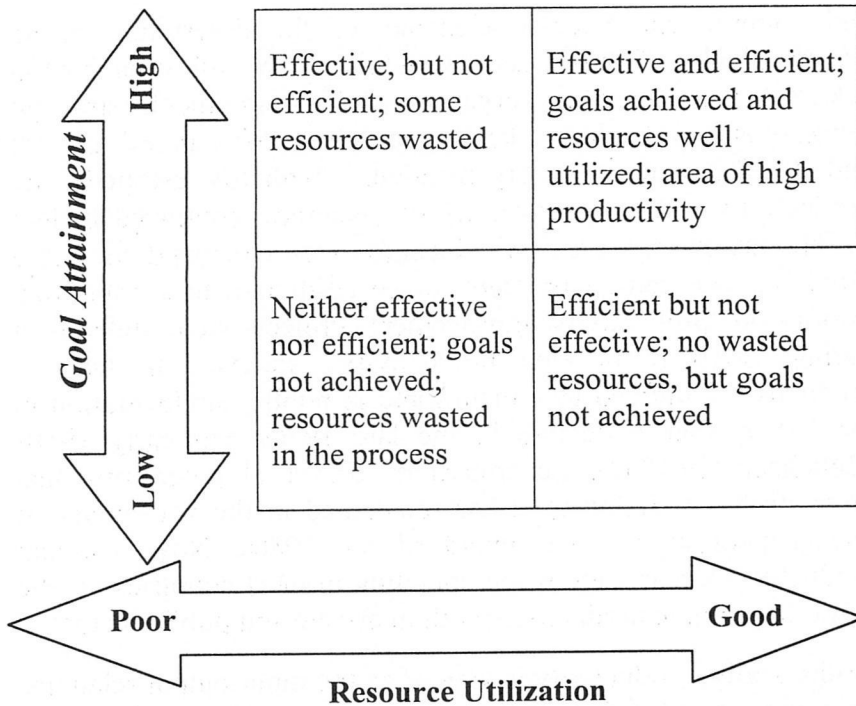


Figure-1: High productivity in a managerial perspective. (From John Schermerhorn, Jr., *Management for Productivity*. New York: John Wiley & Sons, 1984, p. 19)

Motivation and productivity are positively correlated. A motivated person exerts more efforts than demotivated or frustrated person. These increased efforts result in improved performance and productivity. Johnson and Stinson (29:1978) report that ... Generally, more motivated people perform significantly better than persons with low motivation. Pinder's (1984) text on work motivation begins with a summary of the "three basic determinants of business productivity: employee ability, employee motivation, and large-scale (context) factors (quoted in Ford, 71:1992). Individual performance equation of Schermerhorn, Jr. et. al. (87:1985) incorporates motivation (named as 'work effort') as an important component of performance. The equation is:

Performance = individual attributes X work effort X organizational support

During late 1970s US government in some states encouraged employee motivation as important element of productivity improvement. In Wisconsin the approach has been to mandate a reduction in the base budget of each agency over a 3-year period, with a "productivity in the long-run" stage "placing major effort on improving the motivation, effectiveness and efficiency on improving the motivation, effectiveness and efficiency of employee performance and agency operations (Clark, 40:1975). Mary E. Guy's argument ... on *Managing People* is that the most enduring means for increasing productivity is to develop each worker's desire and ability to be maximally productive (Holzer 6:1992). In *Non monetary Incentives*, by Roe Roberts, motivation is approached from a future-oriented perspective which emphasizes long-term gains in productivity rather than short-term savings. Roberts holds that organizations must develop a systematic approach which uses feedback and positive reinforcement, and which arises from a sincere desire by management to create a partnership with the workers (Holzer 7:1992) Thus, inherent and unplanned managerial interventions are likely to temporarily increase productivity at individual, agency or national levels but are unsustainable for longer period.

Over the last 50 years, innumerable motivation theories have evolved. Maslow's Need Hierarchy, McClelland's Acquired Needs, Herzberg's Two-factor, McGregor's X & Y theory, Gary P. Latham and Edwin A. Locke's Goal-setting, J. Stacy Adam's Equity Comparison, Victor Vroom's Factor Valence, Skinner's Operant Conditioning, Integrated Theories etc. are some notable examples. These theories can broadly be clustered into cognitive and acognitive school of thoughts. Cognitive school theorists advocates for internal strivings like: physiological, safety, affiliation, power, achievements, esteem, self actualization, ethics and values while acognitive school theorists focuses on external strivings like cash rewards. Some of these strivings involves financial outlay while others are non-financial in nature. In a developing country like ours where salary and benefits are inadequate, economic conditions and securities are uncertain, people may aspire more financial benefits. Meeting this aspiration demands increased investment. Now, a question generally arises

whether the increased investment will generate adequate return or improve individual performance or productivity. The hypothesis and objectives of the research study are formulated based on these assumption.

1.2 Hypotheses

Motivation and productivity are positively correlated. Increased motivation contributes to improved individual performance and productivity. The expected results are likely to be higher or better than the actual financial outlay in motivation.

1.3 Objectives

- 1.3.1 To determine possible benefits and/or impacts of motivation on individual performance; and
- 1.3.2 To recommend action(s) for appropriate policy interventions

1.4 Scope and Limitations

Productivity analysis may take diverse forms : the generic as well as the functional aspects. Moreover, it may also focus at (Holzer 32:1992... agency level and thus on the input-output-I-O relationship... while the... other stresses the effects of the agency... consider immediate output or second degree interest. (Holzer, 33:1992) Considering the time and resource limitations, the study entitled "Motivational Intervention in Productivity Improvement" focuses only on the generic issues or the behavioral changes at individual level and encompasses following major variables:

- Respondent's work experience, residual services, salary investment, current status of motivation and frustration, task structure, current work habits, future performance improvement potentials, performance improvement challenges and other associated issues

Main clientele groups cover public sector managers (both cadre and non cadre) at the level of assistant secretary or equivalent and above. NGO and private sector managers and non-supervisory staff remain outside the purview of the study.

1.5 Methodology

The research study entitled "Motivational Intervention in Productivity Improvement", exploratory in nature, is mainly founded on primary source data. A set of questionnaire was designed to secure empirical data. Secondary source, however, mainly assisted in framing a conceptual model of the study. Responses processed and analyzed in the paper are contributions of 102 respondents of various levels (Assistant Secretary to Joint Secretary and equivalent) selected on random sampling basis.

2.0 Empirical Results

2.1 Employment Time-span

Table-1 demonstrates average 30.9 years employment time-span of respondents. This means that respondents join civil service at the average age of 26.1 years considering 57 years retirement age. This time-span is significant if the services of these human resources are effectively utilized in the nation building process.

The average mean services completed by respondents accounts for 13.5 years with dominance (43.5 percent) in 1-5 years category followed by 25-30 years (24.7 percent). Respondents having 30-35 years of services also account for 14.1 percent (third highest). Retirement age being constant, the mean services to be rendered accounts for 17.4 percent with the dominating trends at the same classes (1-5 years; 25-30 years and 30-36 years).

The representation of the respondents respectively comprise of 29.2 percent (highest in both the class intervals of 1-5 years and 25-30 years) and second highest in 30-35 years cluster range (13.8 percent).

Table -1: Length of service and residual service

Length of Service (In years) (Inclusive Upper Limit)		Years of Residual Service (In years) (Inclusive Upper Limit)	
□ 1-5	37 (43.5)	□ 1-5	21 (29.2)
□ 5-10	2 (2.4)	□ 5-10	7 (9.7)
□ 10-15	2 (2.4)	□ 10-15	3 (4.2)
□ 15-20	7 (8.2)	□ 15-20	4 (5.6)
□ 20-25	4 (4.7)	□ 20-25	6 (8.3)
□ 25-30	21 (24.7)	□ 25-30	21 (29.2)
□ 30-35	12 (14.1)	□ 30-35	10 (13.8)
TOTAL:	85	TOTAL:	72
Percent:	(100)	Percent:	(100)
Mean (Years):	13.5	Mean (Years):	17.4

2.2 Salary and Allowances Investment

Table -2 reveals monthly mean income per civil servant of Taka 11,573/= in the form of basic salary and allowances. The mean basic salary, however, constitute 63 percent (Taka: 7304.00) while the rest (Taka: 4269.00) are spent in allowances and fringe benefits. This salary and allowances expenses are Taka 973.00 higher than the rates determined in PARC report (PARC Report volume-1: 2000 : 58).

Major (50 percent) respondent's monthly base salary subsists at Taka 3000 -6000 range followed by (30.4 percent) Taka 9000 - 12,000. Taka 12000 - 15,000 category is represented by 6.6 percent respondents. Monthly allowances up to Taka 6000/= and below are represented by most (78.2 percent) respondents. There

are at least 2.6 percent respondents who receive allowances of more than Taka 12,000.00 per month.

Table -2 : Monthly salary and fringe benefits

Basic Pay (Inclusive Upper Limit)		Allowances/Fringe Benefits (Inclusive Upper Limit)	
□ 1,000 - 3000	0	□ 1,000 – 3,000	32 (41)
□ 3,000- 6,000	46 (50)	□ 3,000 – 6,000	29 (37.2)
□ 6,000 – 9,000	12 (13)	□ 6,000 – 9,000	10 (12.8)
□ 9,000 – 12,000	28 (30.4)	□ 9,000 – 12,000	5 (6.4)
□ 12,000 – 15,000	6 (6.6)	□ 12,001 – 15,000	2 (2.6)
TOTAL:	92	TOTAL:	78
Percent:	(100)	Percent:	(100)
Mean (Taka):	7,304	Mean (Taka):	4,269

2.3 Motivation-Frustration Matrix

Table-3 establishes paradoxical results showing simultaneous coexistence of both motivation and frustration. The total rate of motivation accounts for 95.1 percent as against 84.2 percent of frustration. The rate of substantial and above motivation accounts for 82.4 percent as against 40.6 percent of substantial and above frustration. Little frustration, however, is the most dominant (43.6 percent) while little motivation accounts for 12.7 percent. The table also depicts wider scope (95.1 percent) of motivation. The rates in cases of substantial and much accounts for 34.7 and 31.7 percent respectively.

Usually motivation, scope of motivation and frustration should be inversely related. If motivation goes up, the scope of motivation should be lower while the frustration should diminish. This statistical contradictions (Table-3) may be natural human tendency and/or complexity of human mind or it might have

casually evolved for responding and thinking each question independently or it may have originated because of any contingent motivational intervention. Respondents who got promotion after a long period was actually frustrated but on getting promotion recently at a senior level may result increasing motivation simultaneously with frustration. However, the scope of motivation and level of frustration prove significant existence of frustration.

Table-3 : Motivation and frustration matrix

Basic Pay (Inclusive Upper Limit)		Allowances/Fringe Benefits (Inclusive Upper Limit)	
<input type="checkbox"/> 1,000 - 3000	0	<input type="checkbox"/> 1,000 – 3,000	32 (41)
<input type="checkbox"/> 3,000- 6,000	46 (50)	<input type="checkbox"/> 3,000 – 6,000	29 (37.2)
<input type="checkbox"/> 6,000 – 9,000	12 (13)	<input type="checkbox"/> 6,000 – 9,000	10 (12.8)
<input type="checkbox"/> 9,000 – 12,000	28 (30.4)	<input type="checkbox"/> 9,000 – 12,000	5 (6.4)
<input type="checkbox"/> 12,000 – 15,000	6 (6.6)	<input type="checkbox"/> 12,001 –15,000	2 (2.6)
TOTAL:	92	TOTAL:	78
Percent:	(100)	Percent:	(100)
Mean (Taka):	7,304	Mean (Taka):	4,269

2.4 Reinforcement of Positive Behavior

Benefits of motivation, as hypothesized , have been confirmed by the research study. The study unfolds innumerable benefits in terms of reinforcement of positive behavior, weakening or curbing negative behavior and effecting other benefits. These behavioral changes, directly or indirectly, will contribute to productivity improvement and healthy organizational climate.

Table-4 enlists at least 18 positive impacts of motivation on productivity. The list is extensive and extremely significant in improving quality, productivity, reshaping leadership behavior and improving organizational climate. Specific impact elements include; individual commitment; courage and courteousness;

sense of responsibility, accountability, responsiveness and ownership; creativity and innovation; improved interpersonal relations, punctuality, discipline, better organizational culture and climate; more revenue generation and above all increased job satisfaction. The mean results (table-4) demonstrate positive impacts in 95.8 percent cases. The substantial and above impacts, however, accounts for 90.4 percent. The much positive impact is the most dominant (59.5 percent) followed by substantial impact (30.9 percent). Motivational interventions contribute most significantly in reshaping individual's attitude also. More than 98 percent respondents reconfirm this statement.

Table-4 : Reinforcement of positive behavior

BEHAVIORAL INDICATORS	RESPONSE (REINFORCEMENT OF POSITIVE BEHAVIOR)				
	Not at all	Little	Substantial	Much	Total
IMPROVEMENT/DEVELOPMENT OF:					
commitment & dedication	5 (4.9)	3 (2.9)	32 (31.4)	62 (60.8)	102 (100)
cooperative/supportive attitude	2 (1.9)	4 (3.9)	40 (39.7)	55 (54.5)	101 (100)
courage & initiatives	4 (3.9)	4 (3.9)	41 (40.6)	52 (51.6)	101 (100)
courteous & politeness	5 (5.1)	7 (7.2)	23 (23.5)	63 (64.2)	98 (100)
dynamism	3 (2.9)	6 (6)	29 (28.7)	63 (62.4)	101 (100)
interpersonal relations (with customers, subordinates, peers etc.)	4 (3.9)	8 (7.8)	37 (36.3)	53 (52)	102 (100)
ethical values / morality	4 (4.1)	5 (5.1)	21 (21.4)	68 (69.4)	98 (100)
honesty, integrity, neutrality & fairness	4 (4)	6 (6.1)	18 (18.4)	70 (71.5)	98 (100)

BEHAVIORAL INDICATORS	RESPONSE (REINFORCEMENT OF POSITIVE BEHAVIOR)				
	Not at all	Little			
IMPROVEMENT/DEVELOPMENT OF:					
job satisfaction	3 (3)	8 (8.1)	28 (28.3)	60 (60.6)	99 (100)
office attendance/punctuality	5 (5.1)	4 (4.1)	26 (26.8)	62 (64)	97 (100)
organization culture & climate	4 (4)	3 (3.1)	43 (43.9)	48 (49)	98 (100)
quality of work	4 (3.9)	5 (4.9)	31 (30.7)	61 (60.5)	101 (100)
quantity of work	4 (4)	5 (5)	28 (28)	63 (63)	100 (100)
responsiveness	4 (3.9)	3 (3)	33 (32.7)	61 (60.4)	101 (100)
revenue/ income generation	4 (3.9)	8 (7.8)	39 (38.3)	57 (50)	102 (100)
sense of responsibility & accountability	5 (5.2)	5 (5.2)	25 (26)	61 (63.6)	96 (100)
sense of ownership	5 (5.4)	5 (5.4)	29 (31.1)	54 (58.1)	93 (100)
other (mental peace, less tension/stress, less error)	4 (11.4)	4 (11.4)	12 (43.3)	15 (42.9)	35
TOTAL:	73 (4.2)	93 (5.4)	535 (30.9)	1022 (59.5)	1723 (100)

2.5 Restraining Negative Behavior

Every management continuously strives for reinforcing or promoting positive behavior and curbing or controlling negative or irrational behavior. In developing countries like Bangladesh, negative behavior like absenteeism, poor service delivery, high overhead cost, corruption and other costs are massive and meantime, reached unmanageable limit. Authoritative managerial styles based on distrust, misbehavior, whims and caprices,

imprudent legal action and other coercive approaches failed to improve subordinate's performance. Motivational intervention, on an average, have potentials to reduce listed harmful behavior in 89.3 percent cases (table -5). The rate in case of substantial and more accounts for 69.3 percent. Restraining much negative behavior alone accounts for 42.2 percent. This signifies motivation's strong influence on productivity improvement by way of reducing negative behavioral effects on individual performance.

Table-5 : Restraining Negative Behavior

BEHAVIOURAL INDICATORS	RESPONSE (RESTRAINING NEGATIVE BEHAVIOR)				
	Not at all	Little	Substantial	Much	Total
REDUCTION / MINIMIZATION OF:					
absenteeism	7 (8.5)	15 (18.3)	26 (31.7)	34 (41.5)	82 (100)
corruption	19 (20.4)	10 (10.7)	21 (22.6)	43 (46.3)	93 (100)
delay in service delivery	15 (15.8)	18 (18.9)	20 (21.1)	42 (44.2)	95 (100)
employee turnover	10 (10.4)	16 (16.7)	32 (33.3)	38 (39.6)	96 (100)
frustration	7 (7.7)	16 (17.6)	25 (27.4)	43 (47.3)	91 (100)
overhead costs	5 (5.6)	25 (28)	21 (23.6)	38 (42.8)	89 (100)
repair & maintenance cost	8 (8.5)	24 (25.5)	27 (28.7)	35 (37.3)	94 (100)
wastage & spoilage	8 (9.4)	20 (23.5)	23 (27.1)	34 (40)	85 (100)
other (negligence of duty, sleeping)	0	4 (30.7)	5 (38.5)	4 (30.8)	13 (100)
TOTAL	79 (10.7)	148 (20)	200 (27.1)	311 (42.2)	738 (100)

2.6 Ancillary Benefits of Motivation

Table-6 demonstrates other positive benefits of motivation. These benefits reflects respondent's commitment, creativity and open

mind suitable to improve systems and service quality, promote efficient work-culture, update information and knowledge, control costs and efficient use of resources and other pledges. On an average 94.7 percent respondents endorse these views.

Table-6 : Ancillary benefits of motivation

BEHAVIORAL INDICATORS	RESPONSE (ANCILLARY BENEFITS)				
	Not at all	Little	Subs-fantail	Much	Total
ANCILLARY BENEFITS:					
creativity & innovation	3 (3)	4 (4)	36 (36.4)	56 (56.6)	99 (100)
efficient use of resources	2 (2)	6 (6.1)	34 (34.7)	56 (57.2)	98 (100)
cost control	5 (5)	12 (12.1)	46 (46.5)	36 (36.4)	99 (100)
flexibility, frank & openness	3 (3.1)	9 (9.5)	44 (46.3)	39 (41.1)	95 (100)
managing information (maintain, update and furnish) correctly and regularly	4 (4.4)	11 (12.2)	35 (38.9)	40 (44.5)	90 (100)
review, redesign and simplify structure, systems, policies and procedures continuously	3 (3.3)	13 (14.3)	39 (42.9)	36 (39.5)	91 (100)
strive for continuous performance/ quality improvement	4 (3.9)	7 (6.9)	47 (46.6)	43 (42.6)	101 (100)
timely delivery of services	4 (4)	7 (7)	35 (35.4)	53 (53.6)	99 (100)
timely disposal of cases/files	3 (3.1)	8 (8.2)	34 (35.1)	52 (53.6)	97 (100)
timely project implementation	2 (1.9)	8 (7.9)	43 (42.6)	48 (47.6)	101 (100)
updating knowledge and skills continuously	3 (3)	3 (3)	45 (45.5)	48 (48.5)	99 (100)
work hard/longer time in office	2 (2.1)	6 (6.4)	35 (37.2)	51 (54.3)	94 (100)
other (work beyond office hours, demonstrate sincerity, develop competitive work culture)	38 (3.3)	94 (8.1)	473 (40.7)	558 (47.9)	1163 (100)

Tables-4 to 6 explore at least 40 possible impacts, either reinforcing positive or weakening negative behavior. This, in other words, establishes wide ranging and multi dimensional effect of motivation on work culture, organizational climate, ethics & morality, human relations, commitment and above all timely service delivery and productivity improvement.

2.7 Motivation and Commitment

To identify changes in job behavior, respondents were asked to indicate one or two job(s)/task(s) they could do but did not do or avoided doing or are not doing for inadequate / lack of motivation and also what they would do if they are paid higher salary and benefits. These behaviors (table-7) are respectively termed as "job avoidance" and "job acceptance". This table establishes clear differences in performance and commitment for motivation and non-motivation.

Motivated people accepts greater responsibility while demotivated or frustrated people avoids responsibility. The list of job avoidance are diverse and crucial. Customer services and counseling, social work, social mobilization and responsibility, field work, monitoring and supervision, inquiry and investigation, project planning and implementation, disposal of cases / files, personal and personnel development, training and research and host of important tasks suffers. Respondents commitment, ethics and morality, honesty and integrity, remain at sub-optimal level. They either prefer to adopt a policy of go slow or avoid working hard or exerting best efforts or maintaining punctuality and discipline, staying during or beyond office hours and hold other reservations. More than 60 percent respondents used to practice these norms. Out of those unwanted norms, research and training, creativity and innovation, quality improvement are most dominant (19.2 percent) followed by commitment, sincerity, hard work etc. (11.7 percent). Customer service, social work and responsibility also hold dominating position (10.6 percent).

Motivation as opposed to non-motivation has significant positive impact on individual performance. More than 92 percent respondents are willing to exert best of their effort and accept

greater responsibility. Commitment, discipline, efforts, hard work and other personal attributes and efforts alone comprise of 33.8 percent followed by monitoring and supervision responsibility, planning and development, training and research work are also accepted to a considerable degree. The ratings in cases of no such case and no scope have come down to zero as opposed to 21.3 and 6.4 percent respectively. This again reinforces the greater potentials of motivation in productivity improvement.

Table-7 : Commitment Before and After Motivational Intervention

BEFORE MOTIVATIONAL INTERVENTION		AFTER MOTIVATIONAL INTERVENTION	
Job Avoidance	Response (Multiple)	Job Acceptance	Response (Multiple)
Customer Service & Social Work <input type="checkbox"/> counseling client <input type="checkbox"/> timely disposal / implementation of court cases / files / projects <input type="checkbox"/> social responsibility <input type="checkbox"/> mass education <input type="checkbox"/> cultural development <input type="checkbox"/> serve poor & distressed <input type="checkbox"/> social mobilization <input type="checkbox"/> public relations	10 (10.6)	Customer Service & Social Work <input type="checkbox"/> Social responsibility <input type="checkbox"/> mass education <input type="checkbox"/> cultural development <input type="checkbox"/> investment in HRD <input type="checkbox"/> children's education <input type="checkbox"/> serve poor & distressed <input type="checkbox"/> Social mobilization <input type="checkbox"/> public relations	15 (20.3)
Commitment & Efforts <input type="checkbox"/> Exerting best efforts <input type="checkbox"/> demonstrating commitment <input type="checkbox"/> sincerity <input type="checkbox"/> risk taking <input type="checkbox"/> Cooperative attitude <input type="checkbox"/> Hardworking <input type="checkbox"/> working beyond office hours <input type="checkbox"/> Punctuality in attending / staying office	11 (11.7)	Commitment & Efforts <input type="checkbox"/> Exerting best efforts <input type="checkbox"/> demonstrating commitment <input type="checkbox"/> sincerity <input type="checkbox"/> risk taking <input type="checkbox"/> Cooperative attitude <input type="checkbox"/> Any responsibility assigned <input type="checkbox"/> extra workload <input type="checkbox"/> Hardworking <input type="checkbox"/> working beyond office hours even at night <input type="checkbox"/> Punctuality in attending / staying office <input type="checkbox"/> responsibility of peers / two or more units job satisfaction	25 (33.8)

BEFORE MOTIVATIONAL INTERVENTION		AFTER MOTIVATIONAL INTERVENTION	
Job Avoidance	Response (Multiple)	Job Acceptance	Response (Multiple)
Ethics & morality <input type="checkbox"/> Honesty and Integrity <input type="checkbox"/> National interest <input type="checkbox"/> Patriotism	3 (3.2)	Ethics & morality <input type="checkbox"/> Empathy in decision making <input type="checkbox"/> national interest <input type="checkbox"/> patriotism	3 (4.1)
Monitoring & Supervision <input type="checkbox"/> field work <input type="checkbox"/> field visit <input type="checkbox"/> inspection <input type="checkbox"/> inquiry & investigation <input type="checkbox"/> monitoring <input type="checkbox"/> supervision	7 (7.4)	Monitoring & Supervision <input type="checkbox"/> field work <input type="checkbox"/> field visit <input type="checkbox"/> inspection <input type="checkbox"/> monitoring <input type="checkbox"/> supervision	11 (14.8)
No such case	20 (21.3)	No such case	0
No scope	6 (6.4)	No scope	0
Not applicable	11 (11.7)	Not applicable	6 (8.1)
Planning & Development <input type="checkbox"/> formulating development plans / projects / policies <input type="checkbox"/> Updating information / rules / procedures	8 (8.5)	Planning & Development <input type="checkbox"/> formulating welfare development plans / projects / policies <input type="checkbox"/> Updating information / rules / procedures	6 (8.1)
Resource Mobilization	0	Resource Mobilization <input type="checkbox"/> Resource mobilization <input type="checkbox"/> Revenue administration	2 (2.7)
Training & Research <input type="checkbox"/> Research work <input type="checkbox"/> professional work <input type="checkbox"/> Innovative & creative work <input type="checkbox"/> improving quality of work <input type="checkbox"/> Updating own knowledge & skills / undergoing training / personal development / reading <input type="checkbox"/> Undertaking / organizing instructional / academic sessions / courses <input type="checkbox"/> Guiding <input type="checkbox"/> training subordinates	18 (19.2)	Training & Research <input type="checkbox"/> Innovative & creative work <input type="checkbox"/> Improving quality of work <input type="checkbox"/> Research work <input type="checkbox"/> professional work <input type="checkbox"/> Undertaking / organizing instructional / academic sessions / courses	6 (8.1)
TOTAL:	94 (100)		74 (100)

2.8 Motivation and Change in Output

Table-8 lists wide variety of tasks being performed by the respondents. The chances to raise productivity of these tasks are innumerable. Respondents indicates their performance would be better or very good from good or from low to high or from slow to faster than the current levels if adequate motivational supports / benefits are available. In percentage terms, the increase of future output ranges from 10-70 percent. This reconfirms the previous commitment of respondents demonstrated in tables 4-7 and 9.

Table-8 : Task structure and potential output

NATURE OF JOB(S) / TASK (S)	RESPONSE (MULTIPLE)	INCREASE IN OUTPUT
		From Current Output To Potential Output
Asset management <input type="checkbox"/> control of PABX <input type="checkbox"/> control of pipe line	2 (1.8)	<p>Chances to raise the productivity were indicated by respondents in the following manner:</p> <p><input type="checkbox"/> from good to better; or good to very good; or substantial to much; or low to high or slow to fast etc.</p> <p><input type="checkbox"/> in terms of percentage, the minimum and maximum productivity increase ranges from 10-70 percent</p>
Cooperative management	1 (0.9)	
Diplomatic relation	1 (0.9)	
Election management	4 (3.7)	
Financial management <input type="checkbox"/> budgetary control <input type="checkbox"/> cost control <input type="checkbox"/> fund release	7 (6.4)	
Food management <input type="checkbox"/> intake & off-take of cereal <input type="checkbox"/> quality control <input type="checkbox"/> reduce loss	13 (11.9)	
General administration <input type="checkbox"/> administrative communication / interpersonal communication <input type="checkbox"/> coordination <input type="checkbox"/> decision making <input type="checkbox"/> disposal of files <input type="checkbox"/> Field administration <input type="checkbox"/> inspection <input type="checkbox"/> supervision	27 (24.9)	
Human resource management	3 (2.8)	
Judicial administration <input type="checkbox"/> criminal administration <input type="checkbox"/> disposal of court cases <input type="checkbox"/> inquiry <input type="checkbox"/> reporting	11 (10.2)	
Law and order	1 (0.9)	
Literacy movement	3 (2.7)	
Legislative	1 (0.9)	

NATURE OF JOB(S) / TASK (S)	RESPONSE (MULTIPLE)	INCREASE IN OUTPUT
		From Current Output To Potential Output
Meeting management <input type="checkbox"/> coordination meeting <input type="checkbox"/> monthly meeting <input type="checkbox"/> minutes writing	6 (5.5)	
No scope	1 (0.9)	
Protocol management	1 (0.9)	
Project management <input type="checkbox"/> design projects <input type="checkbox"/> implementation	6 (5.5)	
Punctuality in attending <input type="checkbox"/> meeting <input type="checkbox"/> office	2 (1.8)	
Revenue generation / realization	1 (0.9)	
Research work	1 (0.9)	
Report writing	1 (0.9)	
Training management <input type="checkbox"/> curriculum design <input type="checkbox"/> local training <input type="checkbox"/> foreign training <input type="checkbox"/> organize courses <input type="checkbox"/> staff training <input type="checkbox"/> customer training	6 (5.5)	
Social mobilization <input type="checkbox"/> film show management <input type="checkbox"/> motivating farmers <input type="checkbox"/> motivating people <input type="checkbox"/> public relations	4 (3.7)	
TOTAL:	109 (100)	

2.9 Performance Improvement Capacity

Human being has innumerable potentials, both physical and intellectuals. These potentials remain unutilized or under utilized unless they are nurtured and motivated. F. W. Taylor while working in Midvale Steel (Philadelphia) during late 19th century found job soldiering (natural and systematic) amongst the workers. He estimated that worker output was only one third of what was possible (Wren 105:1987). Statistics (table-9) reconfirms the existence of job soldiering in white colored supervisors.. The result establishes that the respondents can do more or better than what they are currently doing. In terms of

mean performance improvement potentials, the rate accounts for 76.5 percent. This, in other words, signifies mean individual productivity improvement potentials by 76.5 percent. The performance improvement potentials in 81 percent and above cases are acknowledged by 45 respondents (46.5 percent). The rate for 100 percent and above is also represented by 14 respondents (14.5 percent). The little scope (10 percent) of performance improvement, also exists in some cases. If these potentials are explored and utilized the nation can generate 7-8 percent national economic growth.

Table-9 : Potential Capacity of Performance Improvement

PERFORMANCE IMPROVEMENT POTENTIALS (IN PERCENT)	RESPONSE
<input type="checkbox"/> 1-10	2 (2.1)
<input type="checkbox"/> 11-20	8 (8.2)
<input type="checkbox"/> 21-30	6 (6.2)
<input type="checkbox"/> 31-40	10 (10.3)
<input type="checkbox"/> 41-50	8 (8.2)
<input type="checkbox"/> 51-60	8 (8.2)
<input type="checkbox"/> 61-70	2 (2.1)
<input type="checkbox"/> 71-80	8 (8.2)
<input type="checkbox"/> 81-90	9 (9.3)
<input type="checkbox"/> 91-100	22 (22.7)
<input type="checkbox"/> 101-150	2 (2.1)
<input type="checkbox"/> 151-200	12 (12.4)
<input type="checkbox"/> 200 +	0
Total	97 (100)
Mean (percent):	76.5

2.10 Performance Improvement Challenges

Performance improvement challenges listed in table-10 are numerous. Inadequate budget, lack of congenial working environment, lack of delegation, inappropriate HRM systems and policies, traditional leadership behavior, neutrality and fairness, lack of training opportunities, skills and logistic support and host of other significant issues contribute to poor performance. Any performance improvement efforts must recognize these elements.

While all of the listed issues are important, HRM intervention is viewed as most important (52.5 percent) followed by general management and training management (each 14 percent). Logistic support and leadership behavior are also crucial in performance improvement. The rates in these cases stand at 10.4 and 7 percent respectively. All other issues like adequate funding are equally important for accomplishment of assigned task(s).

Table-10 : Performance improvement challenges

SUPPORTS / CHALLENGES	RESPONSE (MULTIPLE)
Financial management <input type="checkbox"/> adequate budget	1 (0.7)
General Management <input type="checkbox"/> congenial working environment <input type="checkbox"/> delegation of adequate authority <input type="checkbox"/> monitoring, supervision and evaluation of performance <input type="checkbox"/> procedure simplification	20 (14)
Human resource management <input type="checkbox"/> adequate manpower support <input type="checkbox"/> clearly defined job description <input type="checkbox"/> education facilities for children <input type="checkbox"/> increased pay & allowances <input type="checkbox"/> motivated subordinates <input type="checkbox"/> objective / transparent performance appraisal <input type="checkbox"/> pension age extension <input type="checkbox"/> reasonable / fixed working hours <input type="checkbox"/> right / suitable posting / transfer to locality <input type="checkbox"/> reward and punishment <input type="checkbox"/> service confirmation <input type="checkbox"/> timely / performance -based promotion	75 (52.5)
Logistic support / facilities <input type="checkbox"/> government accommodation	15

SUPPORTS / CHALLENGES	RESPONSE (MULTIPLE)
<input type="checkbox"/> transport facilities <input type="checkbox"/> office equipment / modern technology <input type="checkbox"/> vehicle loan at low interest	(10.4)
Leadership behavior / human relations <input type="checkbox"/> neutrality and fairness of supervisor <input type="checkbox"/> polite and courteous behavior of supervisors <input type="checkbox"/> reducing personal call from supervisors <input type="checkbox"/> supportive / cooperative attitude of supervisors <input type="checkbox"/> cooperation of peers <input type="checkbox"/> timely decision from top level managers <input type="checkbox"/> team work <input type="checkbox"/> top level support <input type="checkbox"/> inspiration from supervisors	10 (7.0)
Patriotism / national feelings	1 (0.7)
Training management <input type="checkbox"/> regular on the job training <input type="checkbox"/> trained subordinates <input type="checkbox"/> timely / more training / training abroad	20 (14)
Not applicable	1 (0.7)
TOTAL:	143 (100)

3.0 Recommendations & Conclusion

3.1 Recommendations

Based on the empirical findings, the following recommendations are drawn:

3.1.1 Management Philosophy

Table-1 proves 30.9 years mean employment time-span of public managers. To use their services effectively throughout the career, government, particularly, the corporate leaders and policy makers, must believe in the philosophy of human resource motivation. Human resource management policy and systems, leadership thinking and behavior should accordingly be reshaped and / or reformulated.

3.1.2 Increased Human Resource Investment and Formulating Need based Motivation Focused HRM Policy

The research study unfolds innumerable benefits of motivation (Tables 4-8). Reinforcement of positive behavior, weakening negative forces, exerting best efforts, accepting more and / or

greater responsibilities, generating increased results and fulfilling other commitments. Tables 9-10 specifically explores significant potentials of individual performance or productivity improvement. The net results are likely to be higher than the actual financial outlay in motivation. This justifies giving priority on the increased investment in human resources in the form of increased salary, allowances and social security benefits.

Considering government's financial resource constraints, non-financial motivators identified, clustered and proposed in the previous research study by Shiraj and Kanka (2000) entitled "Reformulating Human Resource Management Policy for Sustainable Motivation" may be introduced. Other recommendations (Appendix-1) of the paper still hold valid and deserve consideration. Relevant HRM rules and policies need be reviewed and reformulated accordingly.

3.1.3 Performance Improvement Support

Table-10 lists several performance improvement challenges broadly clustered under financial management, general management, human resource management, training management, leadership behavior and other. Major specific elements include: adequate budget; congenial working environment; delegation; procedure simplification; adequate, appropriate and trained manpower; clearly defined jobs; increased financial benefits; performance-based appraisal and promotion; neutrality, fair, polite supervisory behavior, top level support, training opportunities and other logistic support. Relevant rules, policies and instruments may be formulated and formalized accordingly.

3.2 Conclusions

In a globalized and competitive world, value of productivity and motivation are extremely important. Motivation facilitates productivity while productivity contributes to institution building process and social well being. Countries and organizations that scientifically manipulates these two powerful variables are successful than others.

The research study tried to establish links between motivation and productivity. In this process, the study unfolds innumerable benefits and costs of having or not having or rising or diminishing motivation. Motivation and productivity, however, should not be viewed as the only panacea for organizational growth and development, it should rather be viewed as one of the most powerful tools in the management process. Policy makers and top level managers should first believe in the concepts and then commit, encourage, support formulation of appropriate policies and manage policy change process effectively.

Appendix-1

Recommendations of the Research Report on “Reformulating Human Resource Management Policy for Sustainable Motivation”

1. Enhancement of Salary, Allowances and Social Security Benefits

Table-4 proves the inadequacy of salary, allowances and social security benefits. On the other hand, the table-15 reconfirms these benefits as powerful motivators. Thus salary, allowances and social security benefits (like provident funds, pension, gratuity, insurance etc) may be enhanced to a level that would permit every individual employee and his dependent family members to meet basic needs during and after completion of employment. Loans and advances for purchase of a modest accommodation or land (not more than 5 decimals) and construction of a house thereon at market prices may be given to all employees who have actual needs.

2. Resource Mobilization Through Effective Utilization of Surplus Human Resources

Extra funds needed to pay higher salaries, and benefits enumerated above should be generated first through increased employee motivation and commitment, improved service delivery and saving from house rent allowances. Services of public employee should be reorganized, readjusted and effectively utilized in rural sectors for more socio-cultural and economic return. Non-formal education, non-formal training for farmers in agriculture, fisheries and livestock, tree plantation, health and sanitation, family planning, micro credit, social mobilization, law and order maintenance, Ansar & VDP, public sector banks including Krishi Bank and other pockets in rural areas may be explored and their services may be placed in the neighborhood of their villages/unions. Younger employees may be deployed in police, ansar and

armed forces. Human resource needs for execution of ADP projects may be met from the surplus human resource sources. The human resource readjustment process must follow all interrelated structural changes supported by appropriate skill based training of relevant employees.

3. Updating of HRM Policies

Tables-6 and 8 prove positive correlation between HRM policies and sustainable motivation. Government should continuously strive for reviewing and updating of HRM policies by securing feedback from the employees and expert opinion of the management trainers and academicians.

4. Job Confirmation of Services

Unconditional job confirmation motivates more than conditional job confirmation (Table-15). With the exception of induction training, coercive policy of compulsory training should be replaced by need based job focused training program.

5. Human Resource Development Policy

Local training proves to be one of the important tools of motivation (table-15). Every institution should encourage and promote HRD program initiatives. Separate and adequate HRD budget must be maintained to meet the training needs. The existing policy to nominate employees on the basis of job relevance should be strictly enforced.

6. Designing of HR Transfer Policy

Tables 9-11 establishes diverse choices and time span for diverse individuals and services. HR transfer time span for planners, policy makers, trainers and researchers are not the same as that of the persons engaged in law enforcement and judiciary. The study also explores certain principles of HR

transfer policy. Thus a comprehensive and need based HR transfer policy needs to be designed. The policy must accommodate individual choices, diverse time spans and fundamental principles enunciated in tables 9-11.

7. Formulate Institution-wise Strategic HR Transfer Plans

At the beginning of the career, at least three options (for each category) according to functional areas, geographic locations and organization type may be obtained and institution-wise HR transfer plans detailing objectives, employee options, interest, aptitude, training and academic specialization, field experience and other related factors should be prepared and implemented. The plan should be continuously updated and revised seeking feedback from public managers.

8. Promotion Policy and Methods

Table-12 reveals incoherent career progression pattern of respondents. Discrepancy between career goals and actual goal fulfillment is wide. This leads to frustration and poor performance. Thus a clear-cut promotion policy with definite time frame should be formulated and notified to each individual at the beginning of his career so that every individual knows his own career progression pattern. Promotion or scales/higher grade in lieu thereof within 9 years may be given as an unconditional right of the individuals. Harassment, in any form, must be strongly dealt with. Present subjective and prejudiced ACR based promotion should be replaced by seniority based policy until objective, fair and neutral ACR system is installed. Performance outcome based competency standards set by Islam may also be used for promotion at all levels. The unified salary/grading policy must be integrated with uniform promotion policy for all cadres and services.

9. Prioritizing Motivators for HRM Policy Intervention

All the motivation clusters and cluster strivings listed in tables-14 and 15 prove to be effective tools of motivation. These motivators comprise both financial and non-financial factors. Considering government's limited resources non-financial motivators may be given priority over financial motivators. Table-7 unveiled certain non-financial motivators. If resource mobilization and readjustment permits, financial motivators like salary and allowances enhancement, introduction of merit pay, and dearness allowances may be introduced at a later date.

10. Designing Administration Code of Conduct :

Non financial factors listed in table-15 prove to be useful tools of motivation. Based on these factors, a comprehensive code of conduct regulating relations between supervisor-subordinates and other stakeholders may be designed. Service Rules; The Government Servant (Conduct) Rules, 1979; The Government Servants (Discipline & Appeal) Rules, 1985 and other related rules should be revised accordingly.

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