ABSTRACT

This paper titled “Retention of Workforce in Competitive Era through Motivation” explores the reasons which are responsible for an organization not retaining a workforce. It examines the major potential factors that play a vital role in the retention. It also analyses the factors which make an employee engrossed towards an organization.

Workforce retention simply means hanging on to your employees. As a small business manager, employees are our most important asset. Employee retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. In an organization the persons who are highly motivated tend to be more achievement, satisfied and engrossed to the organization. This motivated workforce results in sky-scraping work efficiency. Motivation is a process that starts with a psychological or physiological need that activates behavior or drive that is aimed at a goal or incentive. The paper discusses the various motivational types and the key characteristics that need to be inculcated to the workforce to keep them motivated. The strategies for inculcating these traits to the workforce are also discussed.

KEY WORDS

Retention, Motivation Types and Techniques. Efficiency, Curiosity Motive,
INTRODUCTION

The workforce is the labor pool in employment. It is generally used to describe those working for a single company or industry. The term generally excludes the employers or management, and implies those involved in manual labor. It may also mean all those that are available for work. Increased new entrants and growing business often lead to employee migration from one organization to another has become unavoidable at this current scenario. It is a well known fact that an organization has to spend ten times cost to attract a new employee than the cost incurred in retaining an existing employee. Therefore, it is highly challenging and a tough task for organization to retain the talented employees in their organization for which best reasons that influence employees migrate must be identified and practiced.

REASONS WHY EMPLOYEES QUIT

Employees’ migration is found to take place very frequently across several organizations irrespective of its size and nature of business. Hence, it is mandate on the part of the organizations to know the very best reason why its workforce or employees switch over to another organization before making attempts to retain them. The most common and major reasons that impel people to quit are listed below:

- Poor management.
- Poor communications.
- Poor senior leadership.
- Lack of training.
- Lack of recognition.
- Lack of teamwork.
- Lack of room for advancement.
- Political factors.
- Economical reasons.
- Geographical factors.
- Personal factors.

RETENTION

Retention can literally be defined as keeping something in your possession. For our purposes, workforce retention simply means hanging on to your employees. As a small business manager, employees are our most important asset. Employee retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Hiring knowledgeable people for the job is essential for an employer. Retention is more important than hiring. The retention management concept includes motivation, recruitment, rewarding, employee job opportunities, work environment, the role of leadership as well as communication and understanding.
Basic Retention Methods

The various factors by which companies manage to hold their work force is as listed below:

- Retention by **motivation**.
- Retention due to **job satisfaction**.
- Retention due to a **person’s affiliation**.
- Retention by **security** the organization gives.
- Retention due to **social status**.
- Retention due to **economic needs**.

**RETENTION BY MOTIVATION**

**Motivation**

The term motivation can be traced to the Latin word *movere* which means “to move”. Motivation is a process that starts with a psychological or physiological deficiency or need that activates behavior or drive that is aimed at a goal or incentive.

**NEEDS**→**DRIVES**→**INCENTIVES**

**Needs**

Needs are created whenever there is a physiological or psychological imbalances. For example, a need exists when cells in the body are deprived of food or water or when the person is deprived of other people.

**Drives**

Physiological or Psychological drives are action oriented and provide an energizing thrust towards reaching an incentive. They are at the very heart of the motivational process. A physiological drive can be defined as a deficiency with the direction.

**Incentives**

It is at the end of the motivation cycle, will alleviate a need or reduce a drive. Thus attaining an incentive will tend to restore psychological or physiological balance and will reduce or cut off the drive.

**TYPES OF MOTIVES**

- Primary Motives
- General Motives
SECONDARY MOTIVES

PRIMARY MOTIVE

Motives are variously called physiological, biological, unlearned, or primary. The last term is used here because it is more comprehensive than the others. However, the use of the term primary does not imply that these motives always take precedence over general and secondary motives. Common examples are celibacy among priests and fasting for a religious, social, or political cause. In both cases, learned secondary motives are stronger than unlearned primary motives. Two criteria must be met in order for a motive to be included in the primary classification: It must be unlearned, and it must be physiologically based. Thus defined, the most commonly recognized primary motives include hunger, thirst, sleep, avoidance of pain, sex, and maternal concern. For example, Coffman and Gonzalez-Molina note:

“What many organizations don’t see and what many don’t want to understand is that employee performance and its subsequent impact on customer engagement revolve around a motivating force that is determined in the brain and defines the specific talents and the emotional mechanisms everyone brings to their work.”

GENERAL MOTIVES

A separate classification for general motives is not always given. A number of motives lie in the area between the primary and secondary classifications. The primary needs seek to reduce the tension or stimulation, these general needs induce the person to increase the amount of stimulation. Thus, these needs are sometimes called “stimulus motives.” General motives are more relevant to organizational behavior than are primary motives. They may be curiosity/activity motives and the affection motive.

CURIOSITY MOTIVE

The Curiosity, manipulation, and Activity Motives: It is generally recognized that human curiosity, manipulation, and activity drives are quite intense; anyone who has reared or been around small children will quickly support this generalization. Although these drives often get the small child into trouble, curiosity, manipulation, and activity, when carried forward to adulthood, can be very beneficial. If these motives are stifled or inhibited, the total society might become very stagnant. The same is true on an organizational level. If employees are not allowed to express their curiosity, manipulation, and activity motives, they may not be motivated. For example, sticking an employee behind a machine or a desk for eight hours a day may stifle these general motives. There is even recent research indicating that not allowing these types of motives to be expressed and fulfilled may have more serious consequences.

THE AFFECTION MOTIVE
Love or affection is a very complex form of general drive. Part of the complexity stems from the fact that in many ways love resembles the primary drives and in other ways it is similar to the secondary drives. The affection motive is closely associated with the primary sex motive on the one hand and with the secondary affiliation motive on the other. Affection merits specific attention because of its growing importance to the modern world. In a world where we suffer from interpersonal, intra-individual, and national conflict, and where quality of life, family values, and human rights are becoming increasingly important to modern society, the affection motive takes on added importance in the study of human behavior in general and organizational behavior in particular.

SECONDARY MOTIVE

The general drives seem relatively more important than the primary ones to the study of human behavior in organizations, the secondary drives are unquestionably the most important. The motives of hunger and thirst are not dominant among people living in the economically developed world. This situation is obviously subject to change; for example, the “population bomb,” nuclear war, or the greenhouse effect may alter certain human needs, and further breakthroughs in neuropsychology may receive more deserved attention. The learned secondary motives dominate the study and application of the field of organizational behavior. A motive must be learned in order to be included in the secondary classification. Numerous important human motives meet this criterion. Some of the most important ones are power, achievement, and affiliation. In addition, especially in reference to organizational behavior, security and status are important secondary motives.

NEED FOR ACHIEVEMENT

- Doing better than competitors.
- Attaining or surpassing a difficult goal.
- Solving a complex problem.
- Carrying out a challenging assignment successfully.
- Developing a better way to do something.

NEED FOR POWER

- Influencing people to change their attitudes of behavior.
- Controlling people and activities.
- Being in a position of authority over others.
- Gaining control over information and resources.
- Defeating an opponent or enemy.

NEED FOR AFFILIATION
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- Ms. P. Prabha and Ms. K. Sandhiya

- Being liked by many people.
- Being accepted as part of a group or team.
- Working with people who are friendly and cooperative.
- Maintaining harmonious relationships and avoiding conflicts.
- Participating in pleasant social activities.

NEED FOR SECURITY

- Having a secure job.
- Being protected against loss of income or economic disaster.
- Having protection against illness and disability.
- Being protected against physical harm or hazardous conditions.
- Avoiding tasks or decisions with a risk of failure and blame.
- Feeling of related or belonging with others.

NEED FOR STATUS

- Having the right car and wearing the right clothes.
- Working for the right company in the right job.
- Having a degree from the right university.
- Living in the right neighborhood and belonging to the country club.
- Having executive privileges.

Having seen the various needs, we shall now go in depth to the intriguing points that really give the employee the feel to work for the organization in long term. We can also call these as the retention factors which every organization needs to provide to their employee. They are as below:

- Developing a better way to do something.
- Influencing people to change their attitudes of behavior.
- Maintaining harmonious relationships and avoiding conflicts.
- Feeling of related or belonging with others.
- Having executive privileges.

There are a few traits that can be developed in each of the employee that results in the above mentioned retention factors. They are Perfection, Leadership, Attitude, Responsibility, Teamwork and Ownership feeling.

It is evident that for a person to retain he has to have the satisfaction over the various needs. If a person is not satisfied then the organization has to make sure that the employee gets the satisfaction over them by inculcating these traits. There are various methods to impinge these traits to the employees like:

- Human resource training.
Workshops and seminars for employee exposure.
Quality Awareness.
Yoga.
Prayer.

CONCLUSION

In summary, Motivation Theory is based upon needs. The models for needs start at the most basic such as food and shelter and work their way up to social interaction and success. The paycheck is usually the means by which managers motivate people to have a job in the first place. Simply offering more money will motivate people to some degree, but it is far more effective to focus on other needs. **By offering rewards which satisfy other needs such as responsibility and recognition the manager can better motivate people to achieve results.** This may be especially important if money is tight in a business and increasing salaries is not an option for improving motivation. A strong knowledge of motivation theory will help engineering managers to get the most out of people, without always dangling a carrot in their face.

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