

Factors Affecting Achievement Motivation: A Study on the Selected Industries of Bangladesh

Sahadat Hossain*

Sharmin Sultana*

Abstract

A sense of achievement motivation runs individual to the right direction of career goal through flourishing the best effort. Any organization can have greater success if it nurtures such spirit. This study focuses on the factors affecting individual spirit of accomplishment across the industries, factors that work behind as individual's drive to a certain direction. It is being hypothesized here that factors affecting achievement motivations of individuals across the industries would not vary. A structured questionnaire has been designed to collect primary data. An examination of J.W. Atkinson's developed formula for achievement motivation entails three factors; namely, motive of individual, probability of success of a given task and the incentives or reward given for that task. After collection of data from the selected industries, the formula has been applied to measure the extent of difference among the factors as well as their variation across the industries. The collected data deny the study hypotheses and reveal that telecom and banking industries are lagging behind ready-made garments industry in terms of overall achievement motivation.

Keywords: Employee Soldering, Entrepreneur, Incentive to the success, Motive for success, Performance feedback, Probability of success of the task, Ready-Made Garments, Variability

Background

Motivation has been a concerning factor in the area of business academia as well as to business organizations. As a generalized concept motivational tools are applied to the business organization of Bangladesh. But the organizations are not focusing on anything which may enhance the achievement spirit of the employees. Despite drawing competitive salary and fringe benefits, the employees are not unleashing their achievement spirit which in the long run may negatively impact the business organizations. Companies are to consider job role design, challenge within the job, reward for success and failure, team management approach etc. as the motivational tools. Over the last decade, in Bangladesh, banking, telecommunication, and readymade garments have emerged as promising industries. Currently, there are sixty commercial banks, five giant telecommunication firms, and more than four thousand garment-producing companies who are doing business. Within each of the industries there are huge competitions of applying motivational tools like salary, better working environments, and incentives. As a business student, motivation is always a preferred area to work. Previously, no study has been conducted on the area of achievement motivation in the context of Bangladesh. This study strives

*Lecturers, Department of Management, Bangladesh University of Business and Technology

to find the influence of factors affecting achievement motivation spirit of the employees in the business organizations of Bangladesh.

Problem Statement

The problem of this study is to determine the factors affecting achievement motivation and their variability among the banking, telecommunication, and readymade garments industries in Bangladesh.

Purpose

In Bangladesh, banking, telecommunication, and readymade garments are considered as the lucrative sectors to start career with an expectation of high achieving career. But, afterwards, employees of those industries search to switch within or across the industries. The employees who cannot switch remain to their organizations with low level of motivation. This study intends to see the influence of the factors to achievement motivation of the employees which will help the policy makers of those industries to reconsider the issues related to enhance the level of achievement motivation of their employees.

Hypothesis

The following are the hypotheses for this study:

- There are no major differences in the overall level of achievement motivation among the three selected industries.
- There are no significant differences among the factors affecting achievement motivation regardless of the selected industries.

Study Limitations

- Human Resource (HR) or Public Relation (PR) departments in some cases may not entail the e-mail addresses of the lower-level employees assuming their limitation to understand the subject matter.
- Overall organizational culture in Bangladesh is not research friendly. In most cases, the companies outsource their research activities. Hence, in some circumstances executives from top management may go through the questionnaire with minimal importance.
- In some cases HR or PR departments may overlook some of the key respondents for their conveniences.

Study delimitations

- This study is based on the three selected industries of Bangladesh, hence findings of this study would not be applicable to the other industries.
- There are more than four thousand companies in readymade garments industry with high degree of versatility. Only five of them are covered in the study. Hence, the findings should not be generalized in case of ready-made garments industry.
- The decision making, executive, and clerical level employees are considered for this study purpose. Hence, findings of this study should not be generalized to the workers or labors at the manufacturing level.
- There is state owned ready-made garments industry in Bangladesh. But there is a state owned telecom company and six nationalized commercial banks. This study does not cover state owned enterprises for this research.

Review of Literature

The concept of achievement motivation has not evolved overnight. With the passage of time, this dimension of motivation has taken its own shape of evolution. Lussier & Achua (2007) integrated the concept of Achievement Motivation based on a person's sense of the need for achievement, sense of power to exert in a social phenomenon, and affiliation within the surroundings where someone wishes to be. McClelland first started to work in the 1940s with the concept of Achievement. Further, McClelland (1961) recognizes that the achievement motive, the affiliation motive, the sexual motive, and the power motive have strong co-relation to the human motive. In *The Achieving Society* (McClelland, 1961), McClelland concentrated his attention on the three factors; namely the need for Achievement, the need for Affiliation, and the need for Power. In brief, McClelland's contribution confirmed that level of motivation of people is a function of the above mentioned those factors.

There are some works that have been conducted in the area of intensity of achievement motivation where some contrasting findings were generated in respect to different countries, status (Entrepreneur versus Manager) and gender (Male versus Female). Stewart and Roth (2007) find the variation of achievement motivation being entrepreneurs or managers expressed in more noticeable if the entrepreneur has growth goals and is the initiator of the business. On the contrary, Collins, Hanges, and Locke (2004) do not find any specialty in the achievement motivation of the entrepreneur at least within the framework of an operational definition of the entrepreneur.

Richardson and Abraham (2009) reveal relationship between achievement motivation and diligence, which was found to be correlated positively. Furthermore, a multi-sample analysis exhibited variance between men and women students.

Wen Lee (2009) explores achievement motivation, which has positive and substantial influence on psychic communications, which prove the high relationship between the level of achievement motivation and the loyalty of the individual to the organization.

Some findings direct that achievement motivation does not vary from culture to culture. McClelland's Accel Team (2007), summarizes that achievement need is different from then other needs which gives it an uniqueness irrespective of culture. This is subsequently supported by Munaf (2009) who finds that there is no difference among the public and the private university teachers of Pakistan and Malaysia in respect of the disposition of achievement motivation. Wen Lee (2012) finds positive correlation between achievement motivation and challenge taking capacity. This does not merely demonstrate the cause and the effect relationship between the aforementioned variables; rather, it exposes that the high achievement oriented students were found to be holding more positive attitude of planning and completing their study in the future, which subsequently led them to start an expatriate career.

Wang (2012) applied two different methods as the cause of enhancing achievement motivation such as the supportive method and the conventional method of teaching which has resulted in clear differences in the extent of achievement motivation among the students.

The above mentioned works are mostly concentrating magnitude or intensity of achievement motivation keeping the little focus on the underlying factors. This is the necessity of conducting the research on the factors behind achievement motivation. There are several factors which may

affect achievement motivation of individual which may be generalized in the category like need for success of an individual, extent of difficulties of that task and rewards or incentives given for that task. These factors have been presented in a more confined manner by J.W. Atkinson in the following formula:

$$Ts = Ms \times Ps \times Is$$

Achievement related goal = Motive for success × Probability of success of the task × Incentive to the success.

As a significant dimension, achievement motivation is an issue which, in a way, could be overlooked in modern business organization. Most of the previous research findings are indicating the magnitude of achievement motivation which directly or indirectly influences the performance of an individual and therefore, productivity. But, unless understanding the factors affecting the achievement motivation of individual, no venture would be able to set the appropriate strategies to lead the achievement motivation in the right direction. The underlying causes behind the level of achievement motivation deserve greater focus to have rigorous analysis to mark their contribution toward it. J.W. Atkinson has given a guideline to understand the causes influencing achievement motivation. The factors include motive of individual, probability of success and incentive of success given to a certain task.

Methodology

This study is focusing on the level of achievement motivation among the employees. For this purpose three established industries of Bangladesh have been selected. These industries are banking, telecommunication, and the readymade garment industries. These industries have been chosen as they have a flourishing contribution to the national economy and employment generation. All of these industries are promising, and have been gradually increasing their extent of benefits for their employees. Career achievement is more focused among those industries to the prospective job seekers. But whether such career achievements are guided by achievement related motivation, still needs to be examined.

A structured questionnaire has been designed to survey the respondents. The factors of motive to success, probability of success, and incentives to success (Accel, 2007) have been broken into different dimensions and subsequently those dimensions have been framed in specific variables (Sekeran, 2005). On the basis of those variables, the questionnaire has been designed. The questionnaire is designed with four multiple type questions and eighteen opinion based question. The opinion based questions were on five point likert scale.

The Human Resource or Public Relation division of each firm has been contacted through e-mail for approval and to provide a list of e-mail addresses of survey participants. The required participants from each level have been communicated to them. Among those e-mail addresses the required amount was selected randomly. Then the questionnaire was sent to the respondents through e-mail. Participants are requested to acknowledge the e-mail for the conformance.

Unit of Study

The purpose of this study is to determine the factors affecting achievement spirit of the individual employees and their variability in respect to the selected industries. Hence the unit of study here is individual. Five telecommunication companies, five banking companies, and five of the readymade garment manufacturing companies have been contacted for this purpose. The firms of those industries have been selected on a random basis from the list collected from the websites of

Bangladesh Bank for banking, Bangladesh Garments Manufacturers and Exporters Association for RMG, and Bangladesh Telecommunication Regulatory Commission for Telecom. The individual employees working in different companies under those industries have been surveyed. The companies selected from banking industry are Eastern Bank Ltd, HSBC, Prime Bank Ltd, Mercantile Bank Ltd and National Bank Ltd. Ready-Made Garments Industry includes Reedisha Knitex (BD) Ltd, Mohammodi Group Ltd, Ha-meem Apparels Ltd, Envoy Garments Ltd and Palmal Garments Ltd. Telecom Industry entails Grameen Phone Ltd, Robi Axiata Ltd, Citycell, Banglalink and Airtel Bangladesh Ltd.

Sampling

The average expected rate of return of the questionnaire ranges from twenty to thirty five percent. The sample size for conducting this study is 105 consisting of 35 from each of the industries. A simple random sampling method has been followed to select the sample elements from each level. The selected firms in each industry have been requested to list and send the e-mail addresses according to the sample stratification. As this study strives to search out the factors affecting achievement motivation and their variability across the selected industries, these study participants, the individual employees have a tremendous effect on the results of this research. The sample distribution for this study would be consisted with the following level of employees:

| | Banking | Telecommunication | Ready Made Garments |
|-----------------------------|----------------|--------------------------|----------------------------|
| Operative (Grade 7-11) | 12 | 12 | 12 |
| Executive (Grade 4-7) | 15 | 15 | 15 |
| Decision Making (Grade 1-3) | 08 | 08 | 08 |

This study wishes to search any differences in the level of achievement motivation, its variability among the factors, and variability in terms of the gender, work experience, and employee position. The communicated organizations are requested to list and send the e-mail addresses of their employees on the basis of gender and work experience.

Follow-Up

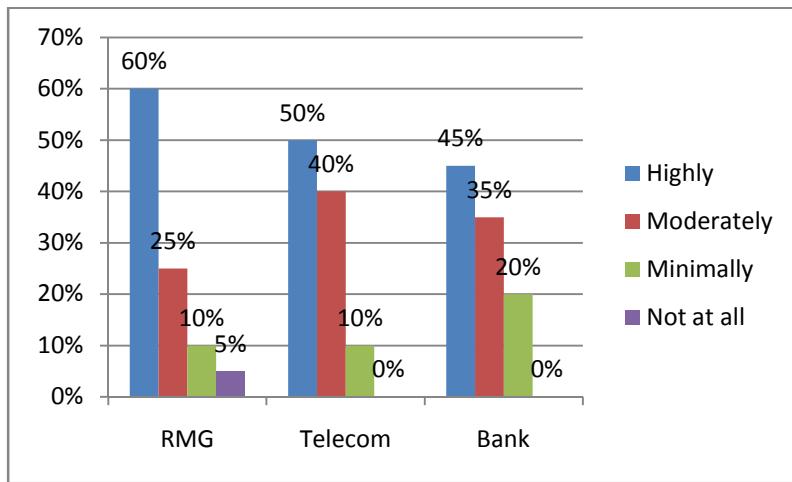
The total time period of the survey was twenty days starting from June 15 to July 05. Due to heavy workload, respondents might not care about the time issues of this survey. To avoid prospective time complexities, two reminders were given on a seven days interval. Another e-mail was sent on the eighteenth day. To ensure the better rate of return the last reminder was given on the last day of the time period.

Pre-Testing

To ensure the feasibility of the questionnaire and to confirm better responses a pilot test was conducted. As a pilot test, the questionnaire was sent to a firm from each of the industries. Palmal Garments Ltd from the readymade garment industry, National Bank Ltd. from the banking industry and Airtel from the telecommunication industry, had been selected for pre-testing the questionnaire considering their smaller size in relation to the other selected companies to their industries. The pilot testing was operated on those bottom line companies among the selected firms due to ensure better feasibility of operating the survey.

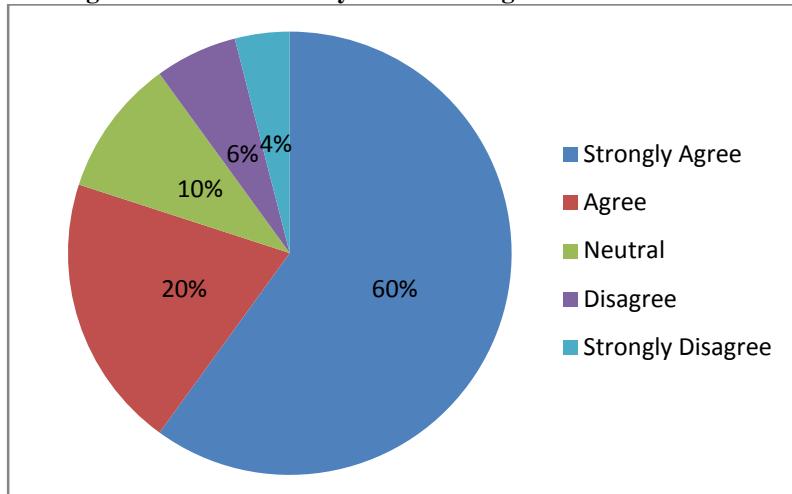
Findings

The following Figure 1 is showing the sense of achievement orientation among the employees working in RMG, Telecom, and Banking industries.

Figure 1: Do you feel yourself achievement oriented?

The above graph is clearly showing that RMG industry is stepping ahead of Telecom and Banking industries in terms of overall orientation of achievement. In RMG industry there are 60% of employees highly felt they are achievement oriented whereas the percentages are 50% and 45% for Telecom and Banking industries respectively. But no one found within the sample at Telecom and Banking industries without having achievement sense whereas in RMG 5% of respondents were found without the sense of achievement. More of the employees responded moderately in Telecom than the other two industries.

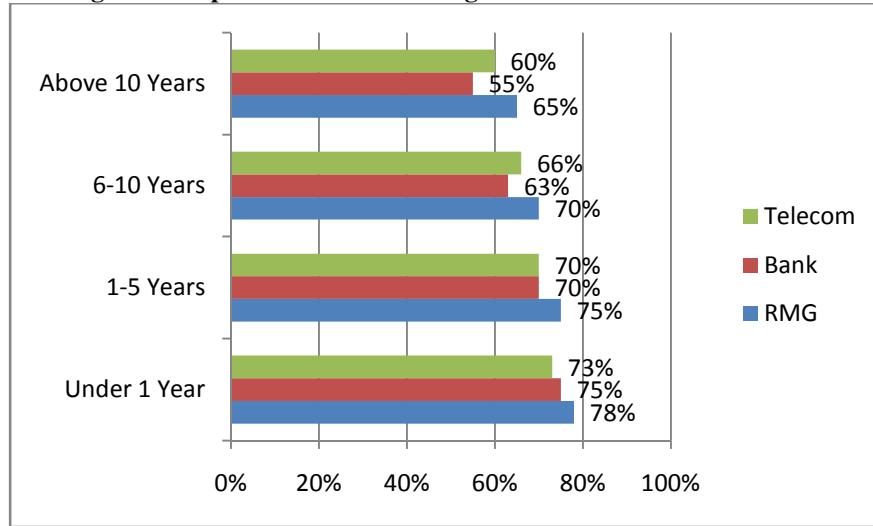
The following Figure 2 is showing the task difficulties toward employees working in the Ready-Made Garment industries of Bangladesh.

Figure 2: I do most of my tasks with high level of confidence

To respond against a statement of confidence level in doing the tasks, 60% of the employees in the RMG industry have strongly agreed whereas only 4% of the sample respondent strongly disagreed to this statement. Naturally, most of the tasks at the RMG industry is of high level of stress and challenge oriented which require more confidence to complete in a timely manner to meet the specified requirements of the buyers. Otherwise order compliance would remain incomplete. 20% of the sample respondents agreed, and inversely 6% disagreed to this statement. A 10% portion of the total sampled employees neither agreed nor disagreed in any extent to this statement keeping a neutral position.

The following Figure 3 is showing the implication of service length among the employees working in RMG, Telecom, and Banking industries.

Figure 3: Implication of service length on Achievement Motivation



In Figure 3, a gradual reduction in the percentage of achievement motivation over the duration of working year is observed. Employee with less than 1 year experience has a higher achievement motivation than the more experienced employee in the same organization. In this elementary level the percentage of achievement motivation is found around 75% among all the selected industries. Moreover, employee working more than one but less than five years is also showing around 70% of achievement motivation among the selected industries. But, employee working more than six years is showing notable differences in achievement motivation among the selected industries. In this level, percentage for Telecom and Banking drastically down to 66% and 63% consecutively, whereas RMG industry remains to the same percentage of 70%. Employee working more than 10 years in Telecom and Banking are showing least achievement motivation of below 60% keeping the RMG industry in sharp rise.

The following Figure 4 is showing the Preference of job design by the employees working in RMG, Telecom, and Banking industries.

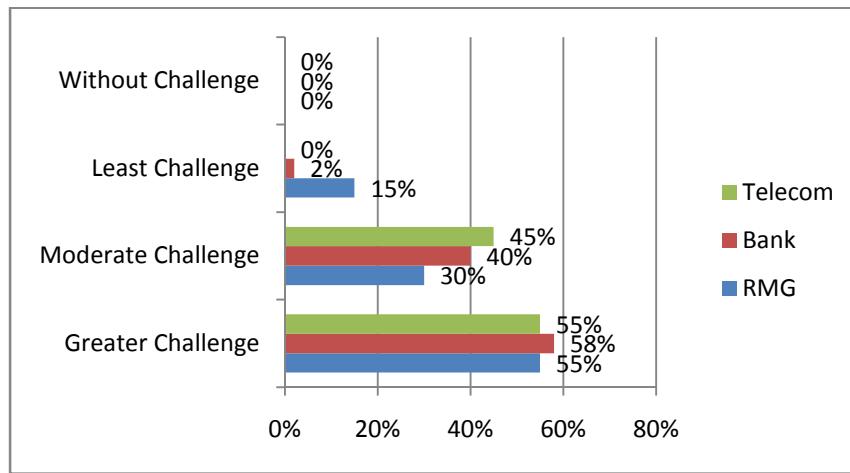
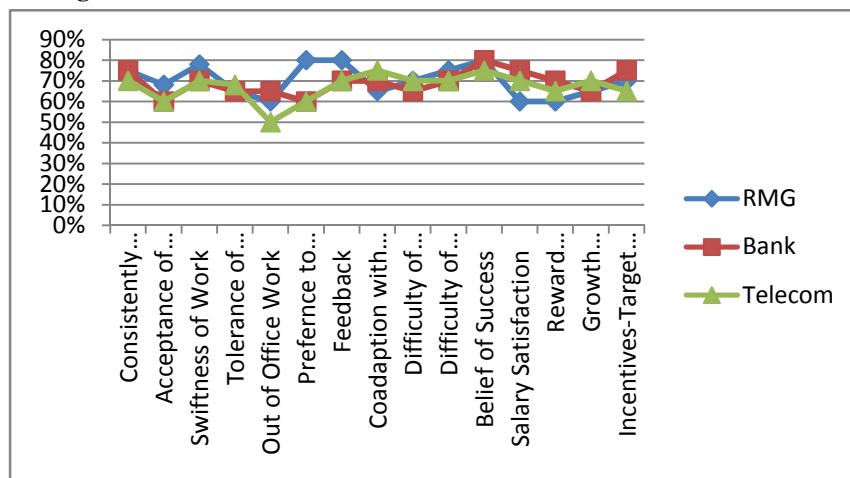
Figure 4: Preference of job design by the employees

Figure 4 is showing that all the selected industries are going to face greater challenge whereas Banking Industry on the top with 58% whereas both Telecom and RMG are showing 55%. 45% of Telecom employees are wishing to have moderate challenge whereas Banking and RMG industry remaining with 40% and 30% consecutively. Interestingly, among the three industries, no industry is showing to have least challenge in their work design. 15% of RMG employees are looking to have least challenge in work design where percentage is almost zero for Telecom and Banking industries.

The following figure 5 is representing the overall achievement motivation scorecard consisting of all the elements under the three dimensions among RMG, Telecom and Banking industries.

Figure 5: Achievement Motivation Scorecard of Selected Industries

The above Figure 4 is showing achievement motivation varies from industry to industry. In some instances similar score is found whereas dissimilarities are prevailing in the selected industries. In view of consistently working, RMG and Bank have the same score of 75% whereas telecom has shown 70%. Acceptance of setback in work is the highest in RMG with 68% whereas Bank and Telecom both have appeared with 60%. RMG has scored 78% for requirement of swiftness of work, where Bank and Telecom have scored 70% in this regard. In the question of tolerance of mistake, Telecom has highest 68% where RMG and Bank each has shown 65%. Bank employee has the highest preference of office work at home with 65% within sample, whereas Bank and Telecom are showing 60% and 50% consecutively.

RMG employees are more underfocused about having hobbies than their counterparts in Bank and Telecom. Around 80% of sampled employees in RMG industry feel that the corporate employees shouldn't have hobbies where the responses are for both Banking and Telecom industries remaining 60%. Feedback of work is very essential to RMG sector than Bank and Telecom, whereas the percentages are RMG 80%, both Bank and Telecom stand 70%. In the criteria of working with inefficient person Telecom scored highest 72% whereas the scores are 65% and 70% for RMG and Bank consecutively.

RMG sector has shown higher score (75%) than that of Bank and Telecom regarding the difficulty level of assigned task. In this case, both Bank and Telecom stand at 70%. RMG and Bank industry employees are more confident than Telecom industry employees about the decisions or actions taken. Both RMG and Bank appeared with 80% whereas Telecom maintains a sharp distance of 75%. Bank has highest score of 70% to receive reward for successful work, on the contrary RMG has lowest with score of 60% and Telecom is remaining with 65% on this regard. Telecom industry employees believe that they have more career growth opportunities than the employees working in Bank and RMG industries. On this factor both RMG and Bank show 65% while Telecom shows a little higher of 70%. Banking industry has the highest score of 75% on incentives-target alliance at work whereas Telecom and RMG show 65% and 70% in this dimension.

Summary, Conclusion and Recommendations

This study summarizes the findings related to the factors affecting achievement motivation based on the three selected industries of Bangladesh. A close-ended survey instrument was designed to pick the responses from the survey participants. Those responses were filtered, categorized, and analyzed through applying different descriptive statistical tools. The major findings have been shown through pie charts and bar diagrams. It was interesting to find that in spite of providing better pay structure and fringe benefits, employees of banking and telecommunication industries are showing relatively lower achievement motivation than those of the Ready-Made Garment industry. This study covers the factors affecting achievement motivations and their variability on the selected industries. It is found that all the dimensions of Atkinson theory are showing variability among the selected industries whereas in the dimension of motives to success RMG has scored 70.14%, Telecom and Banking 74.71% and 76.42%. In the dimension of probability of

success, Telecom and Banking Industry lagging behind RMG industry with the difference of 3.34%. Finally in the dimension of incentives of success, banking industry has scored 71.25%, which is stepping ahead of 63.75% and 67.50% of RMG and telecom industries. The findings of this study are clearly denying the built up null hypothesis that there is no significant differences in factors affecting achievement motivation and their variability among the selected industries. Hence it does not entail the reasons for such findings which create a further scope to do more rigorous and thorough explanatory study on the same subject-matter. Any further study related to those three factors could be based on a thoroughly prepared questionnaire to collect primary data which may give a precise and comprehensive picture of the quality and relativity of the factors applied across the industries. On the basis of the findings the following recommendations may be provided.

Telecom and banking are found to have less achievement motivation among their employees. Hence these sampled firms belong to those industries should think about having policy implication beyond the pay structure and fringe benefits. To work on the factors to improve the achievement motivation of their employees, telecoms and banks should have extensive study on the expectations of their employees relating job design, job responsibilities, role, and challenges.

It is found that in the Ready-Made Garment industry, task difficulty is relatively more than the other two industries. Here, jobs should be designed more feasibly toward employees. They should be more categorized, and expertise based training should be provided to lower the task difficulty among the employees. Counseling may play a significant role in reducing their assumed task difficulty.

It is found that the length of work experience have impact to certain extent on achievement motivation. Employees who have work experience of less than one year are mostly ambitious and self-motivated. They have strong attraction to reach at high level of their career. As experience grows the motivational factor changes and becomes less effective. The same process applies to both beginners and experienced employees. Employees who have worked more than five years have distinct requirements which might be fulfilled through different initiatives undertaken on the part of organization. To know the preferences of employee a structured survey based on their preferences may be conducted.

It is found that Bank employees have desired greater challenges on their job than RMG and Telecom. As bank jobs are mostly scheduled and structured than RMG and Telecom, policy makers in banking industry may think of designing the jobs with much diversity and on the ground of challenge taking attitude.

In most of the elements related to the dimension of incentive for the success of RMG industry is relatively lagging behind than Banking and Telecom industries excepting in incentive-target alignment where Telecom is behind of other two industries. RMG is the biggest industry in Bangladesh whereas this study had taken five firms under consideration on a random basis. In most of the cases sampled employees expressed they are much stressed and under pressure of

facing the challenge of the nature of their task but they are not paid accordingly. To make these jobs more attractive, professional policy makers must ponder on reshaping the salary, reward and incentive structure without which sustainability of this industry may be endangered in the long-run.

References

- Accel Team (2007), Employees Motivation, the Organizational Environment and Productivity, Human Relation Contributors. http://www.accelteam.com/human_relations/hrels_06_mcclelland.html
- Collins, C. J., P. J. Hanges, and E. A. Locke (2004). The Relationship of Achievement Motivation to Entrepreneurial Behavior: A Meta-Analysis. *Human Performance* 17(1), 95–117.
- Hung-Wen, L., & Chien-Jung, C. (n.d.). A research study on the relationship between personal career development management and willingness to relocate. *Economic Modelling*, 2646-2650. doi:10.1016/j.econmod.2012.08.001.
- Hung-Wen, L., & Ching-Hsiang, L. (2009). The relationship among achievement motivation, psychological contract and work attitudes. *Social Behavior & Personality: An International Journal*, 37(3), 321-328.
- Lussier, R. N., & Achua, C. F. (2007). *Leadership: Theory application, skill development* (3rd ed.). Mason, OH: Thomson South-Western.
- McClelland, D. C. (1958). Methods of measuring human motivation. In J. W. Atkinson. *Motives in fantasy, action, and society* (p. 7-42), Princeton, NJ: D. Van Nostrand Company, Inc.
- Munaf, S. (2009). Motivation, Performance and Satisfaction Among University Teachers: Comparing Public and Private Sectors in Pakistan and Malaysia. *South Asian Journal of Management*, 16(4), 7-28.
- Richardson, M., & Abraham C. (2009), Conscientiousness and Achievement Motivation Predict Performance. *European Journal of Personality*, 23(7), 589-605.
- Sekaran. Uma, Bougie, Roger (2005). Research Methods for Business: A Skill-Building Approach, New York: Wiley and Sons.
- Stewart, W., & Roth, P. (2007), A meta-analysis of achievement motivation differences between entrepreneurs and managers. *Journal of Small Business Management*, 45(4), 401-421.
- Wang, M. (2012), Effects of Cooperative Learning on Achievement Motivation of Female University Students. *Asian Social Science*, 8(15), 108-114. doi:10.5539/ass.v8n15p108