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Research Paper | Psychology

Motivation, Well-Being & Adjustment of Economic Downturn Survivors: An Empirical Study in a Manufacturing Industry

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ABSTRACT

Downsizing has affected the organizations globally and individually. Organisational downsizing has a great impact on the employees who remain in the organization. The study was conducted in a manufacturing garment industry where downsizing had taken place. The study investigates the motivation, well being and level of adjustment of the survivors, and how the male and female, white and blue collar employees differ in various aspects. The study showed that white collar employee's motivation is more influenced by intrinsic motivation and blue collars are motivated extrinsically to perform their jobs. Implications of the findings along with the recommendations will be discussed for management, human resource of the organisation, and to the apparel industries in India.

KEYWORDS: Downsizing, Motivation, Intrinsic, Extrinsic, wellbeing, Adjustment

INTRODUCTION

The textile industry is one of the earliest to come into existence in India, Textile and Apparel sector, alone, account for 14% of the total industrial production. Apparel exports contribute about 8% to India's overall exports and 48% to textile exports. Being the largest foreign exchange earner, accounting for more than 5 percent of GDP and providing direct employment to 38 million people, primarily the weaker section, it is the second largest employment generator after agriculture. The apparel and textile industry caters to one of the most basic requirements of people and holds importance; maintaining the prolonged growth for improved quality of life.

ECONOMIC DOWNTURN IN APPAREL MANUFACTURING INDUSTRY

Indian Textile industry has gone through metamorphosis from being a cottage industry to the state of supremacy. It generates employment opportunities for approximately 33.17 million workers directly, and 54.85 million workers indirectly, making a massive total of 88.02 million. Until the clutch of recession took over, it was a doorsill of growth. Indian textile industry was one of the world's best performing industries, during the past few years, but now there is a downtrend in the industry graph. (Umang, 2009).

Economic slowdown in the US and EU has affected the textile business in India, resulting in a drastic decline in the country's garment exports. As meltdown diminishes the garment sales in US, Indian suppliers have began to feel the pinch. As the customers of the Western countries, curtail their expenses to fight slowdown, export market of apparels in countries like India began shrinking. To sustain themselves in the market, apparel manufacturers chose to go in for cost cutting; thereby opting for lay-offs. An estimate states that during 2008, almost 8, 00,000 garment and textile employees had lost their jobs. (Mallikarjuna, 2009).

Under these circumstances the Indian textile and apparel industries began downsizing the people, chose cost cutting etc., and the organisation not only took downsizing as one of the measure but also opted to train the remaining employees in the organisation on various skills, and motivated the employees to perform better. In this context the researcher attempts to study the level of motivation, wellbeing and adjustment of downsizing survivors.

DOWNSIZING

Downsizing is one major organisational challenge that is all too common today. Downsizing is purposely becoming smaller by reducing the size of the workforce or by shedding entire divisions or business (Sharma, 2005).

Research by Casio (2002), Marks (2003) indicates that survivors of Downsizing-

- Become afraid of taking risks and are more apprehensive and narrow-minded.
- Are more stressed, anxious, secretive, sceptical, cynical and distrustful.
- Have greater role conflict and ambiguity.
- Lose confidence in themselves and in management.
- Have lower levels of morale and job satisfaction.
- Feel a loss of control.

MOTIVATION

Managers at different levels are motivated by different factors. Whereas senior managers prefer responsibility most (followed by career development opportunity and financial rewards), middle managers prefer career development opportunity most (followed by financial reward and responsibility). Junior managers show highest preference for financial reward followed by career development opportunity and good working conditions. (Monappa,1996). Hence from this it can be inferred that Motivation differs in different categories.

Intrinsic & Extrinsic Motivation

Interesting work and good pay are key to higher employee motivation. Carefully designed reward systems that include job enlargement, job enrichment, promotions, internal and external stipends, monetary, and non-monetary compensation should be considered. (Lindner, 2007). Darolia & etal (2010) mention that Extrinsic motivators are high with work performance as compared to intrinsic motivators. Wiley (1997), findings also support that motivational preference vary over time and extrinsic factors such as good wages motivates today's employees. A good wage is an extrinsic reward with intrinsic potency. Monetary rewards communicate what the company values and affect employees' emotional and familial wellbeing. White collar subjects prefer task events significantly more often and reward and context events significantly less often than blue-collar subjects as sources of satisfaction and dissatisfaction (Locke, Edwin, 1973). Harris & colleagues, 1974 findings shows that white-collar employees were more likely to derive satisfaction and dissatisfaction from "motivator" events (especially achievement/ failure) and blue-collar employees from "hygienes (especially money). Gilbert & walker (2001), in his study found that male and female employees do not differ in total motivation and demotivation levels.

Based on the above reviews, it is hypothesized that-

H1 White and blue collar employees do not differ significantly in their level of intrinsic motivation

H2 White and blue collar employees do not differ significantly in their level of extrinsic motivation

H3 Male and female employees do not differ significantly in intrinsic motivation.

H4 Male and female employees do not differ significantly in extrinsic motivation.

Well-being
Levi (1987) defines Wellbeing as a dynamic state characterized by a reasonable amount of harmony between individuals ability, needs and expectations and environmental demands and opportunities.

It has been hypothesized that-
H5 White and blue collar employees do not differ significantly in well-being.

H6 Male and female employees do not differ significantly in wellbeing.

Adjustment
Adjustment may be defined as a process of altering behaviour to reach a harmonious relationship with the environment. Arkoff (1908) states: Adjustment is the interaction between a person and his environment. How one adjusts in a particular situation depends upon one's personal characteristics as the circumstances of the situation. In other words, both personal and environmental factors work side by side in adjustment. An individual is adjusted if he is adjusted to himself and to his environment

Though there are many reviews on the adjustment of the employees during layoff, there are only few studies on adjustment of survivors, hence in this context the researcher hypothesizes that-

H7 White and blue collar employees do not differ significantly in adjustment.

H8 Male and female employees do not differ significantly in their level of adjustment

METHODOLOGY
The study was conducted in a manufacturing garment industry, where downsizing had occurred at all levels, although the degree of downsizing was slightly greater among the shop floor employees than among executives, managers etc. The data was collected from the employees who are remaining in the industry after the economic downturn. The data was collected using questionnaire Intrinsic/ Extrinsic Motivation: What do you look in a job, Udai Pareek (2002); Subjective well being Inventory (Nagpal & Sell, 1992); and Bells' Adjustment Inventory (Bell). The Questionnaires which were originally in English were translated into Kannada, for which the consent was taken from experts in the field of Psychology. After collecting the translated tool it was scrutinized thoroughly and was sent for back translation. The translated and back translated questionnaires were checked to ascertain whether the translation had done justice to the original work. Later it was used for administration. The employees were met individually after taking their consent to participate in the study, socio-demographic details were collected.

Operational Definition
- Survivors: Those employees who remain in the organization after the downsizing.
- White Collar Employees: The employees at higher level such as Managers, Executives etc.,
- Blue- collar employees: Tailors, helpers, checkers, housekeeping employees etc.

Table 1
Socio-demographic description of the subjects.

Male (N=50)		White-collar employees		Blue-collar employees	
		Female (N=50)	Male (N=50)	Female (N=50)	
Age		19-49 yrs	20-42 yrs	19-40 yrs	19-40 yrs
Educational Qualification		SSLC to Post Graduation		Illiterate to Graduation	
Marital status	Married	19	24	15	23
	Unmarried	31	24	35	25
	Widow	-	-	-	1
	Divorced	-	02	-	1
Length of Service		1-15 years	1-14 years	1-6 years	1-8 years
Salary	Less than 5,000	01	06	42	48
	5,000-15,000	31	42	08	02
	15,000-25,000	09	-	-	-
	25,000 & above	09	2	-	-

Table 2: Tools used in the study

Measures	Author	Year	Constructs Measured
Intrinsic/Extrinsic Motivation: What you look in a job	Udai Pareek	2002	Intrinsic & Extrinsic
Subjective well being Inventory	Nagpal & Sell	1992	Subjective well-being positive affect, Expectation-Acheivement congruence, Transcendence, Family group suport, Social support, Primary group concern, Inadequate Mental mastery, Perceived ill-health, Deficiency in social contacts & General well-being negative affect
Bell's Adjustment Inventory	Bell, H.M	1934	Home adjustment, health, Social, Occupational & Emotional adjustment

ANALYSIS
Two-way Analysis of Variance has been used to analyse the obtained data.

RESULTS & DISCUSSION
Table 3
Analysis of variance for intrinsic motivation among male and female blue and white collar employees

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Gender	92.480	1	92.480	1.664	.199
Blue/white	1290.320	1	1290.320	23.224	.000
Gender * bluewhite	128.000	1	128.000	2.304	.131
Error	10889.920	196	55.561		
Corrected Total	12400.720	199			

Mean and standard deviation of different groups on intrinsic motivation of male and female, blue and white collar employees

Type of Employment	Gender	Mean	Std. Deviation	N
Blue collar	Male	52.64	6.404	50
	Female	55.60	8.643	50
	Total	54.12	7.712	100
White collar	Male	49.16	6.813	50
	Female	48.92	7.753	50
	Total	49.04	7.263	100
Total	Male	50.90	6.807	100
	Female	52.26	8.831	100
	Total	51.58	7.894	200

The hypothesis (1) that blue and white collar employees do not differ from each other on intrinsic motivation and the hypothesis (3) that male and female employees do not differ from each other on intrinsic motivation was tested using 2 way analysis of variance. F for blue and white collar employees is significant at 0.05 level. Hence we reject the null hypothesis and accept the alternate hypothesis. Examination of means shows that White collar employees (49.04) have significantly higher intrinsic motivation when compared to blue collar employees (54.12). The findings is supported by the previous research work by Harris & colleagues (1974), who found the white-collar employees to be more likely to derive satisfaction and dissatisfaction from "motivator" events (especially achievement/ failure).

Table 4
Analysis of variance for extrinsic motivation among male and female blue and white collar employees

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Gender	87.120	1	87.120	1.594	.208
Blue/white	1372.880	1	1372.880	25.112	.000
Gender * bluewhite	134.480	1	134.480	2.460	.118
Error	10715.520	196	54.671		
Corrected Total	12310.000	199			

Mean and standard deviation of different groups on extrinsic motivation of male and female, blue and white collar employees

Type of Employment	Gender	Mean	Std. Deviation	N
Blue collar	Male	52.36	6.404	50
	Female	49.40	8.643	50
	Total	50.88	7.712	100
White collar	Male	55.96	6.584	50
	Female	56.28	7.722	50
	Total	56.12	7.141	100
Total	Male	54.16	6.710	100
	Female	52.84	8.857	100
	Total	53.50	7.865	200

The hypothesis (2) that blue and white collar workers and male and female employees do not differ from each other on extrinsic motivation (4) was tested using two-way analysis of variance. F for gender and interaction is not significant hence we accept the null hypothesis. The finding that there are no gender differences is also supported by Gilbert & walker (2001), who reported that male and female employees do not differ in total motivation and demotivation levels. F for blue and white collar employees is significant at 0.01 levels. Hence we reject the null hypothesis and accept the alternate hypothesis. Examination of means shows that Blue collar employees (50.88) have significantly higher extrinsic motivation when compared to White collar employees (56.12). The findings support the previous study which also found the blue-collar employees to be motivated extrinsically (Darolia,& etal 2010). Harry & colleagues also mention that blue-collar employees derive satisfaction and dissatisfaction from 'hygienes" (especially money).

Table 5
Analysis of variance for subjective well being among male and female blue and white collar employees

Source	Sum of Squares	df	Mean Square	F	Sig.
Gender	129.605	1	129.605	1.453	0.23
Blue/white	91.125	1	91.125	1.021	0.313
Gender * bluewhite	25.205	1	25.205	0.283	0.596
Error	17486.06	196	89.215		
Total	17732	199			

The hypothesis (5) that blue and white collar employees do not differ significantly from each other in their subjective wellbeing and the hypothesis(6) that male and female employees do not differ significantly from each other in their subjective wellbeing was tested using two way analysis of variance. None of the F values are statistically significant; hence we accept the null hypothesis.

Table 6
Analysis of variance for adjustment among male and female blue and white collar employees

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Bluewhite	361.805	1	361.805	1.231	.268
Gender	2054.405	1	2054.405	6.992	.009
bluewhite * Gender	210.125	1	210.125	.715	.399
Error	57586.540	196	293.809		
Corrected Total	60212.875	199			

Mean and standard deviation of different groups on adjustment.

Type of Employment	Gender	Mean	Std. Deviation	N
Blue	Male	38.40	11.099	50
	Female	46.86	18.155	50
	Total	42.63	15.562	100
White	Male	43.14	17.623	50
	Female	47.50	20.295	50
	Total	45.32	19.036	100
Total	Male	40.77	14.845	100
	Female	47.18	19.160	100
	Total	43.98	17.395	200

The Hypothesis (7) that blue and white collar employees do not differ in their level of adjustment was tested using 2 way analysis of variance. F values are significant only for gender (8) and not significant for blue and white collar employees and interaction. Examination of means shows that male (81.54) employees have better level of adjustment when compared to female (94.36) employees.

Conclusion

From the findings it can be concluded that:

- White collar employees are intrinsically motivated and blue collar employees are motivated extrinsically.
- Male and female, white and blue collar employees do not differ on well-being.
- Male employees have significantly better level of adjustment when compared to female employees.

Managerial Implications

Today's organizations need to be very flexible in dealing with the changes, this competitive economy demands for a rapid change. Human resource development is considered one of the most important strategies for improving labour productivity in this labour-intensive industry. More attention is required to improve the skills of the workforce and their standards of programs need to be improved to maintain high labour productivity and quality levels in the industry. Private sector involvement in training should be increased in the future as well.

LIMITATION OF THE STUDY

- Due to non-availability of the retrenched employees, only survivors are considered for the study.

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