



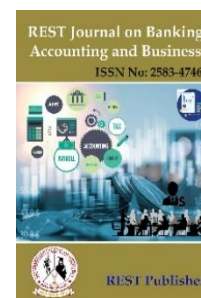
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A Study on Employee Motivational Techniques with Reference to Tata Consultancy Services Limited

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Abstract: The study is undertaken because in the present day context of knowledge management the success of the Business Enterprises depends upon the productivity of the Human resources depends upon the motivation received by them. To motivate the employees to improve their excellence in performance, TATA services limited providing many rewards & recognitions to their employees, and satisfy the employees to work in esteem organization. More specifically the project aim is to know the Rewards & Recognition provided by the TATA services to their employees, and how much the Rewards & Recognition are affecting the employees and as the company growth

Key words: Motivation, Rewards & Awards, Company growth

1. INTRODUCTION

Motivation makes the people to enjoy the work and always feel it as new. Motivation is therefore a force, which excites and drives persons to action. Motivation results in drive. It is subjective and qualitative rather than objective and quantitative. It cannot be measured. Rensis Likert has called motivation as the 'core of Management'. Motivation is an important function, which every manager performs for actuating the people to work for the accomplishment of objectives of the organization. Issuance of well-conceived instructions and orders does not mean that they will be followed. A manager has to make appropriate use of various techniques of motivation to enthuse the employees to follow them. Effective motivation succeeds not only in having an order accepted but also in gaining a determination to see that it is executed efficiently and effectively. Motivation is an effective instrument in the hands of a manager for inspiring the workforce and creating a confidence in it. By motivating the workforce, management creates 'will to work' which is necessary for the achievement of organizational goals. Motivation involves getting the members of the group to pull weight effectively, to give their loyalty to the group, to carry out properly the tasks assigned and to play an effective role in contributing towards the purpose of the organization.

2. REVIEW OF LITERATURE

Smith and Rupp stated that performance is a role of individual motivation, organizational strategy, and structure and resistance to change, is an empirical role relating motivation in the organization. Likewise, advancement of human resources through rewards, monetary incentives, and organizational behaviour modification has generated a large volume of debate in the human resource and sales performance field. According to Orpen better the relationship between mentors and mentees in the formal mentoring program, the more mentees are motivated to work hard and committed to their organization.

3. OBJECTIVES OF THE STUDY

- To study the present motivational practices in TATA services.
- To find out the satisfactory levels through motivational techniques implemented in TATA services.
- Motivation techniques utilized to stimulate employee growth.

- For the motivation you can buy man's time. Physical presence at a given place.
- You can even buy a measured number of skilled muscular motions per hour or day.
- Performance results from the interaction of physical, financial and human resource

4. METHODOLOGY OF THE STUDY

Generally the research design is three types namely descriptive, exploratory and causal. Research design is defined, as the specification of method and products for acquiring the information needed. It is the plan for organizing framework, for doing the collection of data. The present study is of descriptive type. Descriptive research is marked by the prior formulation of specific research question. The investigator already knows a substantial amount of information about the research problem before the project.

Research design:

The researcher after selecting the research problem, he has to plan how should conduct his research in a most efficient and successful manner. Good planning gives the direction to the researcher for the successful completion of the project. The plan of the study is called as "RESEARCH DESIGN".

Data source	--	Primary data, secondary data
Research Approached	--	Survey method
Research instrument	--	Questionnaire
Research Method	--	Personal/Direct.
Population	--	220
Sample size	--	110

Research design is purely and simply a framework for a study that guides the collection and analysis of the data. The researcher has been adapted descriptive research.

Descriptive research:

This research includes surveys and facts finding enquiries of different kinds. The major purpose of descriptive research is that the researcher can only describe the state of affairs existing at present in the organization; The main feature of this method is that the researcher has no control over the extraneous variable called the respondents as he is going to interview the employees of the organization in order to perform his study. He cans only report what happened or what is happening. In social science and business research, we quiet often use the terms' -post facto research" for descriptive research studies, the researcher can discover and describe the cause for various situation but he cannot control the situations,

5. SOURCES OF DATA COLLECTION

PRIMARY DATA:

Interacting and interviewing the employees of TATA services.

- Questionnaires interviews
- Experts' opinion

SECONDARY DATA:

This data is obtained directly from the company in the form of brochures, pamphlets, charts, diagrams, documents and other forms.

Secondary data:

1. Text
2. Magazines
3. Previous research study
4. Website surfing

6. LIMITATIONS OF THE STUDY

- The study being exploratory in nature only a small sample was surveyed which might not accurately represent the exact conditions prevailing.

- The study tries to understand the motivational methods implemented for employees in the organization, but it was not possible to cover all the issues, several aspects are ignored which may be important.
- In this case study, a moderate attempt has been made to examine the motivational techniques followed in the organization, though this period is insufficient for study the effect of motivational methods.
- Some of the facts are not disclosed in the report due to restrictions and formalities of the company. The study cannot be generalized for all the companies because different companies follow different approaches procedures and systems.
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7. DATA ANALYSIS AND INTERPRETATION

1. The motivation methods followed is good and effective.

The effectiveness of the motivational methods followed.

RESPONDENTS	NO. OF RESPONDENTS	PERCENTAGE (%)
Strongly Agree	89	81
Agree	7	6
Neutral	8	7
Disagree	4	4
Strongly Disagree	2	2
Total	110	100

INTERPRETATION

it is observed that 81% of the respondents agree that the methods are effective and 6% of the respondents agreed that the methods are reasonable, whereas 6% of the respondents are not happy with the present methods. But 7% of the respondents expressed a neutral opinion.

2. Time allotted for implementing motivational techniques are sufficient.

This question added in the questionnaire shows the levels of agreement to the sufficiency of time allotted for implementation of motivational techniques by the company.

The sufficiency of time allotted for motivational techniques followed.

RESPONDENTS	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	88	80
Agree	12	12
Neutral	7	6
Disagree	3	2
Strongly Disagree	0	0
Total	110	100

INTEPRETATION

it is observed that 12% of the respondents are agreed that the time allotted for the implementing motivational techniques is sufficient and 2% of the respondents are disagreed that the time is not sufficient and 80% of the respondents are agreed with that and also 0% of the respondents are strongly disagreed with that.

3. Motivation techniques are conducted based on resources requirements from different levels in the company.

The conduction of motivational techniques.

RESPONDENTS	NO. OF RESPONDENTS	PERCENTAGE (%)
Strongly Agee	71	65
Agree	13	12
Neutral	11	10
Disagree	12	11
Strongly Disagree	3	2
Total	110	100

INTERPRETATION

it is found that 12% of the respondents are agreed that the motivation technique is conducted based on resource requirements from different levels in the company. 65% of the respondents are strongly agreed with that but 11% of the respondents are disagreed that are conducted based on resource requirements. 2% are strongly disagreeing with that and 10% expressed a neutral opinion.

4. Satisfaction with the motivation techniques.

The satisfaction levels with motivational techniques implementation.

RESPONDENTS	NO. OF RESPONDENTS	PERCENTAGE (%)
Strongly Agree	79	72
Agree	9	8
Neutral	11	10
Disagree	9	8
Strongly Disagree	2	2
Total	110	100

INTERPRETATION

it is observed that 8% of the respondents are agreed with the motivation technique. 72% of the respondents are strongly agreed with that but 8% of the respondents are disagreed with the motivation technique. 2% are strongly disagreeing with that and 10% felt a neutral opinion.

5. Adequacy of importance given to induction training in organization.

The levels of adequate importance for motivation.

RESPONDENTS	NO. OF RESPONDENTS	PERCENTAGE (%)
Strongly Agree	64	58
Agree	17	16
Neutral	12	11
Disagree	14	12
Strongly Disagree	3	3
Total	110	100

INTERPRETATION

it is observed that 16% of the respondents are agreed that Induction training is given adequate importance in this Organization 58% of the respondents and strongly agreed with that, and but 12% of the respondents are disagreed with that the Induction training is given adequate importance in this Organization. And 3% of the respondents are strongly disagrees with that 3% of the respondents are neutral.

6. The career growth is good when proper motivational techniques are implemented at various levels.

RESPONDENTS	NO. OF RESPONDENTS	PERCENTAGE (%)
Strongly Agree	66	60
Agree	14	13
Neutral	12	11
Disagree	11	10
Strongly Disagree	7	6
Total	110	100

INTERPRETATION

it is observed that 13% of the respondents are agreed that the career growth is good. 60% of the respondents have strongly agreed, but 10% of them disagreed with that the career growth is good in the company. And 6% of the respondents are strongly disagreed, 11% expressed a neutral opinion.

7. Induction of motivating employees provides an excellent opportunity for newly

appointed associates to know comprehensively about the organization.

RESPONDENTS	NO. OF RESPONDENTS	PERCENTAGE (%)
Strongly Agree	60	54
Agree	23	22
Neutral	11	10
Disagree	14	12
Strongly Disagree	2	2
Total	110	100

INTERPRETATION

it is observed that 22% of the respondents are agreed that induction of motivating employees provides excellent opportunity for new comers comprehensively about this organization and 54% of the respondents are strongly agreed with that, but 12 % of the respondents are disagreeing with that. And 2% are strongly disagreeing saying that it provides excellent opportunity for new comers comprehensively about this organization.

8. Implementation of motivation is compulsory in company.

Levels of agreement to compulsory of motivation implementation.

RESPONDENTS	NO. OF RESPONDENTS	PERCENTAGE (%)
Strongly Agree	38	35
Agree	46	42
Neutral	11	10
Disagree	12	11
Strongly Disagree	3	2
Total	110	100

INTERPRETATION

From the above table: 3.8, it is observed that a mixed result was obtained from the respondents. 42% of the respondents are agreed that implementation of motivation is compulsory in the Organization and 35% of the respondents are strongly agreed with that, but 11 % of the respondents are disagreeing with that. 2% of the respondents are strongly disagreed with these statements. And 10% of them expressed a neutral opinion.

9. Company encourage associates the cross functional opportunity according to their talent.

The levels of agreement with encouragement of cross functional opportunity.

RESPONDENTS	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	40	36
Agree	15	14
Neutral	19	17
Disagree	28	26
Strongly Disagree	8	7
Total	110	100

INTERPRETATION

it is found that 14% of the respondents are agreed that People are encouraged associate the cross-functional opportunity according to their talent. And 36% of the respondents are strongly agreed with that but 26% of the respondents are disagreed with that and also 7% of the respondents are strongly disagreed with this question.

10. Motivation by immediate superiors gives good results.

The effect of motivation by immediate supervisors.

RESPONDENTS	NO. OF RESPONDENTS	PERCENTAGE (%)
Fresher	28	26
Experienced	31	28
Both	51	46
Total	110	100

INTERPRETATION

it is found that 26% of the respondents are agreed that the Fresher are getting opportunities and 28% of the respondents are agreed that the Experienced are getting opportunities, but 46% of the respondents are agreed that the both are getting opportunities.

11. The support from the HR department.

This question added in the questionnaire shows the levels of satisfaction towards the support from the HR department with regard to this the results are tabulated below.

Satisfaction levels towards support from HR department.

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE (%)
Highly Satisfied	39	36
Satisfied	64	58
Neutral	7	6
Dissatisfied	0	0
Highly dissatisfied	0	0

Total	110	100
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INTERPRETATION

it is observed that 36% of the respondents feel that they are highly satisfied with the support provided by the HR department, 58% of the respondents think that the support from the HR department is satisfactory and only 6% of the respondents had given a neutral response for the above provided question.

12. Interest of management towards motivation of the employees.

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE (%)
Strongly Agree	59	54
Agree	44	40
Neutral	7	6
Disagree	0	0
Stongly Disagree	0	0
Total	110	100

INTERPRETATION:

it is found that 54% of the respondents strongly agree that management is really interested in motivating its employees, 40% of respondents agree that the management is interested in motivating its employees but only 7% felt neutral towards this question

13. Type of incentives motivating more.

Type of incentives motivating more.

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE (%)
Financial incentives	33	30
Non financial incentives	20	18
Both	57	52
Total	110	100

ITERPRETATION: -

it is observed that 30% of the respondents felt that financial incentives motivate them more, 18% of the respondents felt that non-financial incentives motivate them more and 52% of respondents agree that both type of incentives motivate them more.

14. Level of satisfaction with the incentives provided by the organization.

The level of satisfaction with the incentives.

RESPONSES	NO. OF RESPONSES	PERCENTAGE (%)
Highly Satisfied	40	36
Satisfied	63	58
Neutral	7	6
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	110	100

INTERPRETATION: -

From the above table: 3.14, it is observed that 36% of the respondents felt that they are highly satisfied with the incentives provided by the organisation, 58% of them felt that they are satisfied with the incentives provided and 6% felt neutral regarding incentives and 0% felt dissatisfied regarding incentives.

15. Influence of incentives and other benefits on performance.

The influence of incentives and other benefits.

RESPONDENTS	NO.OF RESPONDENTS	PERCENTAGE (%)
Highly influence	14	12
Influence	57	52
Doesn't influence	26	24
No opinion	13	12
Total	110	100

INTERPRETATION: -

From the above table: 3.15, it is observed that 12% respondents felt that incentives highly influence them, 52% felt that they are influenced by the incentives provided by the organization ,24% of them felt that incentives doesn't influence them, 12% of them expressed no opinion.

16. Involvement in decision making which are connected to department by Management.

The involvement in decision making by management.

RESPONSES	NO. OF RESPONSES	PERCENTAGE (%)
Yes	103	94
No	0	0
Occasionally	7	6
Total	110	100

INTERPRETATION: -

From the above table: 3.16, it is found that 94% of the respondents felt that the management is involving them in the process of decision making and only 6% of them felt that they are occasionally involved in decision making.

8. FINDINGS

- It is observed that almost 87% of the respondents are felt that the motivational methods followed by the organization are good and effective and only 6% of them agreed that it not effective. Most of the associates are having a clear understanding of the motivation system.
- It is found that about 73% of the respondents felt that the motivational methods followed are good and efficient and only 18% of them expressed their disagreement. There was a mixed response for the Parameter discussions.
- It is found that about 82% of the respondents agree that the time allotted for the implementation of motivational techniques is sufficient and only 2% of them felt that the time is not sufficient. The motivation system gives a clear understanding of the strengths and weaknesses. Most of them were satisfied with the time spent on motivation.
- It is found that 77% of the respondents agreed that the company conducts its motivational techniques based on its resource requirements at different levels. And 13% of them felt the opposite, 10% felt a neutral response.
- It is observed that 90% of the respondents agree that they felt satisfaction with the motivational techniques adopted by the company and only 10% of them felt dissatisfaction.
- It is observed that 74% of the respondents agree that adequate importance is given for induction training in the organization for the help of new associates and 15% of them felt an inadequate importance.
- It is found that 73% of the respondents agree career growth is facilitated with the implementation of proper motivational techniques in the organization and 16% of them felt that there is no effect of motivational techniques on career growth.
- It is observed that 76% of the respondents agreed that induction of motivating employees to newly appointed associates help them to know about the company comprehensively and 14% of them felt the opposite.
- It is found that 77% of the respondents agreed that the implementation of motivation process is compulsory. But 13% of the respondents disagreed that motivational process is compulsory. Associates feel that the organization playing an important role in assisting them to improve performance.
- It is found that 50% of the respondents agreed that the company provides a cross functional opportunity for employees according to their talent and the other 33% felt the opposite. The 9- Blocker system needs to be aware in the associates, as there was a mixed response.
- It is found that 46% of the respondents felt that the motivation by immediate supervisor gives good result in case of both the fresher and the experienced associate, 26% felt that it gives good result in case of fresher and 28% felt that good results are evident in case of experienced associates. Most of the associates were satisfied with motivation tool of the organization.
- It is observed that about 94% of the respondents are satisfied with the support of HR department provided to them and only 6% of them felt dissatisfaction.
- It is found that 94% of the respondents are satisfied that the management is really interested in motivating its employees and the remaining 6% the opposite response and most of them feel the Evaluation process is an effective one.

- It is found that 52% of the respondents felt that they are motivated more by both the financial and non-financial incentives, 30% of them feel that only financial incentives motivate them more and 18% feel that they are motivated more by non-financial incentives.
- It is found that 94% of the respondents felt satisfactorily regarding incentives provided by the company and only 6% of them felt they are not satisfactory.
- It was found that 64% of the respondents that incentives and other benefits influence the performance and 24% felt that incentives and other benefits does not influence the performance and 12% expressed no opinion.
- It is observed that 94% of the respondents agreed that they are involved in decision making process concerned to department and only 6% of them felt that they are occasionally involved in that process.
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9. SUGGESTIONS

- It is advisable to have discussions quite frequently depending upon the needs of each motivational techniques and the time available of the counselor.
- There should be more communication and interaction between the employer and employee.
- The general climate of such conversation in motivation review should be congenial which may help the employees to be in a receptive mood.
- Associates should be supplied with feedback it will help to organization to know the difficulties under employees work, so that their training needs may be discovered.
- It is suggested that the organization should study the process of providing incentives and other benefits and make them effective so that they help in improving the performance.
- It is advised that the company has to show interest in bringing the awareness regarding non-financial incentives and it is beneficial to the organization.
- There should be an increased focus towards providing the cross functional opportunity to the associates according to their talent and helps to motivate the employee.
- It is suggested that the motivational methods efficiency must be improved and they are made aware of them.

10. CONCLUSION

Ranbaxy Laboratories (RLL) manufactures and markets pharmaceutical dosage forms (for human health care), animal health care products, bulk drugs and intermediates, diagnostics, laboratory chemicals and reagents. It is the largest exporter of bulk drugs and pharmaceutical dosage forms in India. It is observed that the motivational practices taken up by the company are satisfactory to its employees and those are effective. Most of them felt that the incentives and other benefits influence their performance and they felt that it facilitates a career growth. They also satisfied with the induction training provided by the organization. In fine it is observed that the organization is interested in motivating its employees and it is making efforts to improve their performance through these motivational techniques.

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