

MOTIVATION AND ITS IMPACT ON WORK BEHAVIOR OF THE EMPLOYEES OF THE IT INDUSTRY IN BANGALORE

Avin Thaliath^{*}, Rejoice Thomas^{**}

^{*} Assistant Professor, Department of Hotel Management, Christ University

^{**} Assistant professor, Department of Professional Studies, Christ University

Abstract This Study is to make an attempt to find that employees are not motivated solely by money and also employee behavior is linked to the attitudes. In 1966, Herzberg interviewed a number of people in different professionals at different levels to find out two factors:- Those factors that motivated them in workplace.

These factors were identified as factors that gave employees an incentive to work resulting in job satisfaction; they are also referred to as 'motivators'. These motivators increased the job satisfaction of the employee and further increased their efficiency.

Those factors that prevented job dissatisfaction.

In this study we are making an attempt to find out if IT professional's job satisfaction or dissatisfaction is caused by both the factors of motivation.

In this study we want to find out the factors for the causes of satisfaction or dissatisfaction, or which are related to the motivator factors or to the hygiene factors. According to Herzberg, image of the company, work conditions, salary/ pay, supervision, interpersonal relations' are only hygiene factors but these can be motivating factors. The theory however does not much have a say in developing nations where hygiene factors cannot be taken into full consideration.

Keywords: Motivation, Herzberg, Job satisfaction, Motivators, IT industry.

1. INTRODUCTION TO THE STUDY

1.1. Motivation

Motivation constitutes an integral part of a scientific endeavor to interpret human behavior. The changing environmental conditions make the motivational issues and problems even more complex and pragmatic. Beginning in the early 1960s interest in motivational problems of organizations increased significantly and this trend has continued through out the 1970s.

The right type of motivation system for the particular organization should be designed keeping in view the needs of the employees.

1.2. Employee Engagement

Employee engagement is a heightened connection between employees and their work, their organization, or the people they work for or with. Engaged employees find personal meaning in their work, take pride in what they do and where they do it, and believe that their organization values them.

Competitive pay and benefits along with a healthy work-life balance all help to increase employee satisfaction. But, unless employees feel a special bond with the employing

organization, they will not be highly engaged and may not put forth the extra effort typically needed to improve organization results.

1.3. Job Satisfaction

Employees seek satisfaction of their multiple needs, and whom these needs are thwarted they are likely to strive for the fulfillment of their own goals at the expense of organizational objectives.

The theory of job satisfaction is that it consists of the total body of feeling that an individual has about his job. This total body of feeling involves in effect weighing up the sum total of influences on the job; the nature of the job itself, the pay, the promotion prospects, the nature of supervision, and so on. Improving any one of these influences will take them in the direction of job satisfaction, making less satisfactory any one of the influences will lead in the direction of job dissatisfaction.

2. IMPORTANCE OF THE STUDY

Enough work has been done in replicating the studies of Herzberg's two factor theory and very little work to find

out what exactly motivates and Indian worker or a manager. There are studies available in the field based on conditions prevailing in western countries. Such behavioral studies including motivation are very few as far they relate to the Indian context.

There are a number of theories on the subject of motivation, such as McClelland et al., Maslow, Herzberg et al., Douglas McGregor, Atkinson, Adams, Vroom's, and Porter and Lawler. These theories of course have enriched the knowledge on both the factors that contribute to motivation as well as the process of motivation. But there are a number of assumptions which have to be fulfilled for a theory to work. Basically the cultural background, work environment, work ethics and certain other realities of management practices make the employees in India to develop a fairly different perception and to adopt a considerably different attitude towards work.

3. OBJECTIVES OF STUDY

Different studies and theories have brought out various factors as relevant in the context of motivation of employees. The basic objective of this study is to provide an analysis of these factors that appear to be relevant in the context of motivation of employees and its influence on their work behavior under the Indian context.

These factors are analyzed mainly in terms of the perceptions that the employees hold on such factors.

1. Understand the levels of job satisfaction of employees in the IT industry
2. Understand the levels of employee engagement in the IT industry
3. To find out the relationship between motivation and work behavior (job satisfaction & employee engagement of employees in the IT industry)

4. SCOPE OF THE STUDY

The scope of the study is confined to 210 samples of the employees working in the city of Bangalore. The study is aimed at considering how motivation has its influence on job performance and the employees work behavior. Work behavior for this study is employee engagement and job satisfaction

5. PERIOD OF THE STUDY

The collection of the data began from the month of Jan 2011 and was completed in August 2011. The study covers a period of seven and a half months which was utilized for collecting the primary data, analysis of data and preparing the final report.

6. RESEARCH METHODOLOGY

The fundamental success of any research is purely depends on construction of sound research design. A research design is purely and simply the framework or plan for a study that guides the collection and analysis of the data. The researcher has adopted descriptive research with simple random sampling for the study. The researcher considered 210 respondents for the study.

7. SAMPLING TECHNIQUE

- **Universe :-** employees working in the IT/ITES industry in the age group of 21 – 40 years
- **Sampling unit:-** the sampling unit was limited to the city of Bangalore
- **Sample size:-** around 210 samples taken
- **Sampling Design: -** Simple random sampling method without any stratification to obtain a uniform size of respondents.
- **Statistical techniques :-** statistical techniques like drawing percentages for generalizations, use of table for tabulating the primary, qualitative and quantitative data and use of graphs for better pictorial representation of the analysis has been made use of.
- **Plan of analysis: -** primary information of both qualitative and quantitative nature is obtained by administering the questionnaire. The questionnaire contains projective and direct queries and is interpreted as per the set characteristics in the concepts. The information obtained by observation is also interpreted according to the set concepts. The intention behind each and every direct and indirect query has been dealt in the concept of each table.

8. PROFILE OF GEOGRAPHICAL AREA OF STUDY

The study was conducted in the city of Bangalore, Karnataka.

Bangalore is a cosmopolitan city with a population of 6.52 million and the literacy level of 83.91%. The official language of the state is Kannada, though being a cosmopolitan city many languages are spoken here.

Bangalore is the IT hub of India and is referred to as the "Silicon Valley" of India. The city houses people of different culture mostly serving the IT industry. A majority of them belong to the middle class and the upper middle class.

9. DATA COLLECTION

The data has been collected from primary and secondary sources.

Primary data was collected using a questionnaire with 48 questions. The questionnaire was administered to the employees working in the IT/ ITES industry to study the employees motivational level and what influence does it have on the employees work behavior – employee engagement and job satisfaction.

In order to have adequate representation of both the genders, effort was taken to ensure that the questionnaire was circulated to both the genders. The data was collected in a structured manner.

Secondary data was collected from previous dissertations, research papers, journals, magazines, text books and websites.

10. ANALYSIS OF STUDY

The data collected from the primary source were entered and checked for transcription errors.

Analysis of data involves a number of closely related operations with the purpose of summarizing the collected data and organizing these in such a manner that they will yield answer to the research questions.

- What were your reasons for joining this organization?

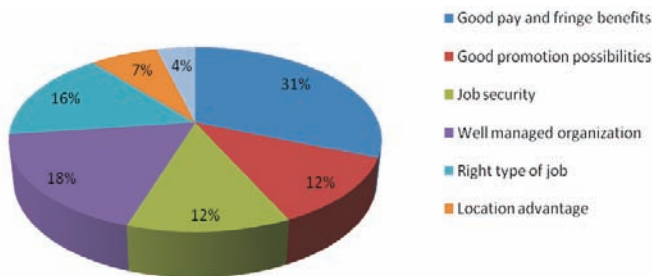


Diagram: I

After the analysis from this study it was found that ‘good pay and fringe benefits’ is the main reason for the employees to choose an organization.

The other reasons why employees join the organization are listed below:-

Table: I

Good pay and fringe benefits	31%
Good promotion possibilities	12%
Job security	12%
Well managed organization	18%
Right type of job	16%
Location advantage	7%
There was no other job opening at that time	4%

- How would you rate your pay and other monetary benefits?
 - (a) Considering the present cost of living

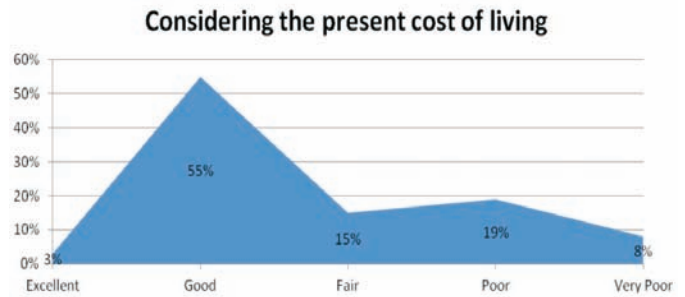


Diagram: II

After the analysis from this study we find that considering the present cost of living in the city of Bangalore 55% of the employees said that their salaries were good.

Table: III

	Excellent	Good	Fair	Poor	Very Poor
Considering the present cost of living	3%	55%	15%	19%	8%

How would you rate your pay and other monetary benefits? Considering the other jobs in your city

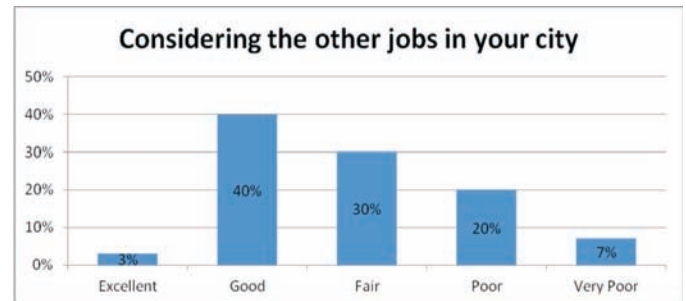


Diagram: III

After the analysis from this study we find that considering the other jobs in the city of Bangalore 40% of the employees said that their salaries were good.

Table: III

	Excellent	Good	Fair	Poor	Very Poor
Considering the other jobs in your office	3%	40%	30%	20%	7%

When there is a vacancy in the higher cadre in your organization what factors count much for filling up the vacancy?

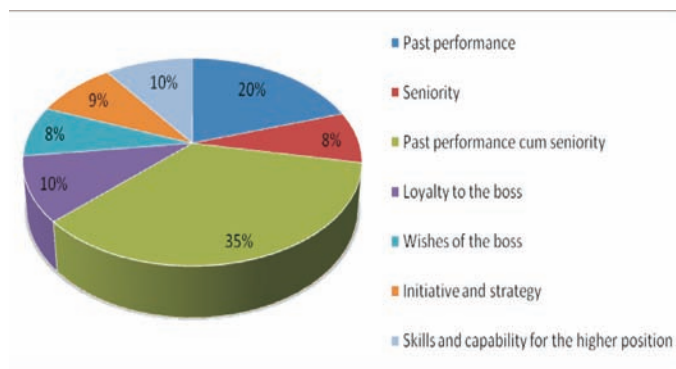


Diagram: IV

After the analysis we found that for promotional purposes past performance cum seniority is the main criteria for filling the vacancy in the higher cadre

The other criteria's for filling the vacancies were:-

Table: IV

Past performance	20%
Seniority	8%
Past performance cum seniority	35%
Loyalty to the boss	10%
Wishes of the boss	8%
Initiative and strategy	9%
Skills and capability for the higher position	10%

How much freedom do you have in choosing the mode of carrying out the jobs assigned to you?

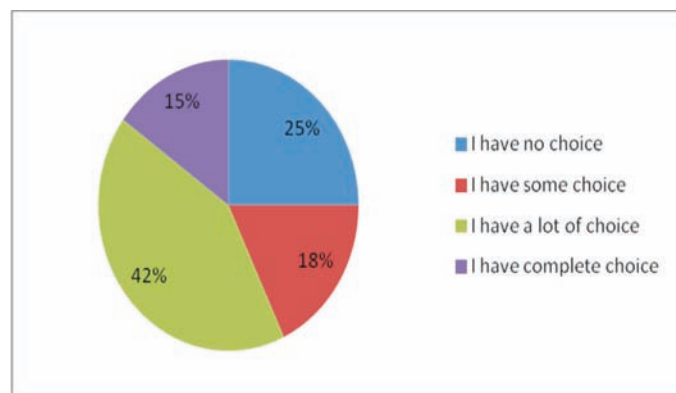


Diagram: V

After the analysis in the study we have found 42% of the employees say that they have 'a lot of choice'.

The other employees were of the following opinion:

Table: VI

I have no choice	25%
I have some choice	18%
I have a lot of choice	42%
I have complete choice	15%

Even though you may feel satisfied with your present job, you may need something more as the requirements. What are those requirements?

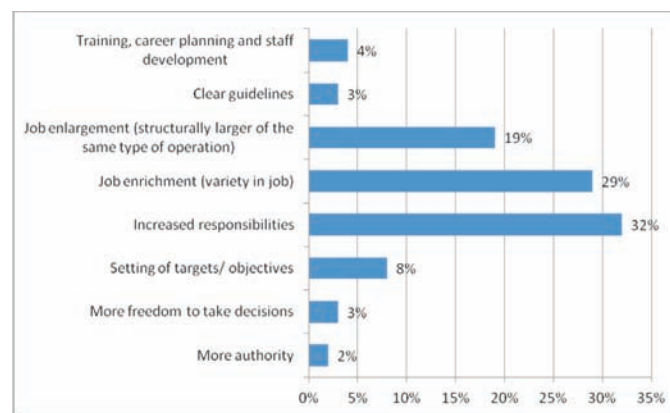


Diagram: VI

After the analysis we found that 32% of the employees wanted 'increased responsibilities', 29% of the employees wanted job enrichment (variety of job).

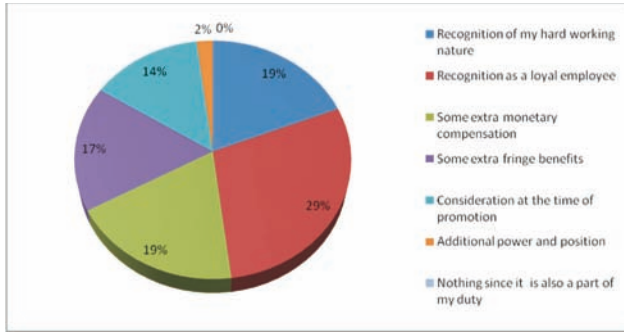
The other factors which influenced employees are:-

Table: VI

More authority	2%
More freedom to take decisions	3%
Setting of targets/ objectives	8%
Increased responsibilities	32%
Job enrichment (variety in job)	29%
Job enlargement (structurally larger of the same type of operation)	19%
Clear guidelines	3%
Training, career planning and staff development	4%

What is the kind of reward would you expect when you are given a special hard work?

Diagram: VIII



After the analysis we found that employees need recognition for the hard work which they have done.

The other rewards which they expect are as follows:-

Table: VII

Recognition of my hard working nature	19%
Recognition as a loyal employee	29%
Some extra monetary compensation	19%
Some extra fringe benefits	17%
Consideration at the time of promotion	14%
Additional power and position	2%
Nothing since it is also a part of my duty	0%

How much do you feel about the job progress you have made so far?

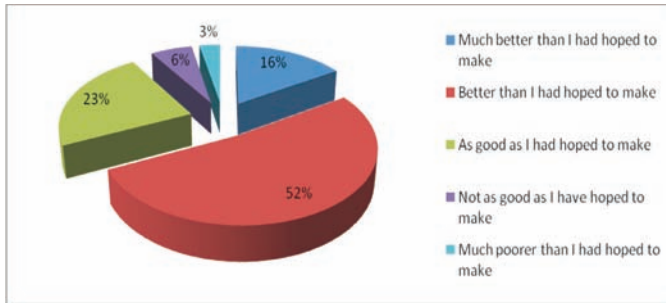


Diagram: VIII

After the analysis we found that 52% of the employees are of the opinion that they have done better job progress than they have hoped for. 23% of the employees were of the opinion that they have done as good as they hoped for.

The other employees have been of the opinion that:-

Table: VIII

Much better than I had hoped to make	16%
Better than I had hoped to make	52%
As good as I had hoped to make	23%
Not as good as I have hoped to make	6%
Much poorer than I had hoped to make	3%

Even in a fairly successful career in this organization it is possible that you might have felt dissatisfied at times. On such occasions what would you consider were the main reasons for dissatisfaction?

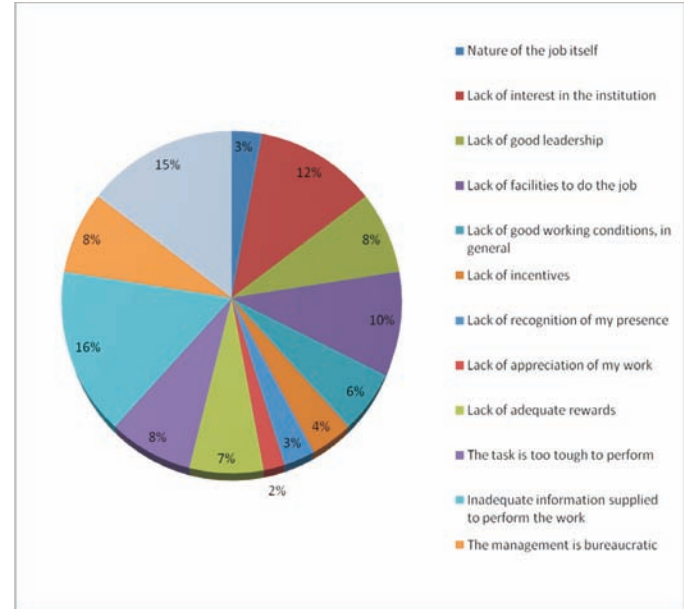


Diagram:IX

After the analysis, the reasons for being dissatisfied are many

The list is mentioned below:-

Table:IX

Nature of the job itself	3%
Lack of interest in the institution	12%
Lack of good leadership	8%
Lack of facilities to do the job	10%
Lack of good working conditions, in general	6%
Lack of incentives	4%
Lack of recognition of my presence	3%
Lack of appreciation of my work	2%
Lack of adequate rewards	7%
The task is too tough to perform	8%
Inadequate information supplied to perform the work	16%
The management is bureaucratic	8%
Lack of clear definition of my responsibilities	15%

What has been the general response of the employees for the different rewards (increments, pay revisions, fringe benefits etc.) given over the past many years?

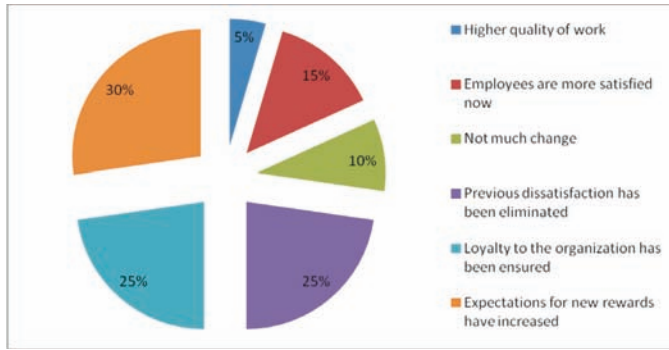


Diagram:X

found that the reaction towards different rewards has been many.

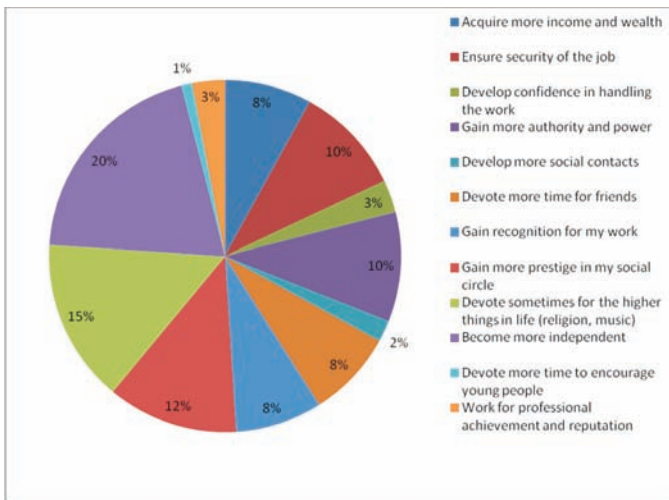
The list is as stated below:-

Table: X

Higher quality of work	5%
Employees are more satisfied now	15%
Not much change	10%
Previous dissatisfaction has been eliminated	25%
Loyalty to the organization has been ensured	25%
Expectations for new rewards have increased	30%

What are the needs you feel you have yet to fulfill?

Diagram:xi



After the analysis we have found that the needs of the employees of the IT industry are huge.

- The list is as follows:-

Table: XI

Acquire more income and wealth	8%
Ensure security of the job	10%
Develop confidence in handling the work	3%
Gain more authority and power	10%
Develop more social contacts	2%
Devote more time for friends	8%
Gain recognition for my work	8%
Gain more prestige in my social circle	12%
Devote sometimes for the higher things in life (religion, music)	15%
Become more independent	20%
Devote more time to encourage young people	1%
Work for professional achievement and reputation	3%

On the whole in the final analysis, considering the plus and minus points are you satisfied with your job?

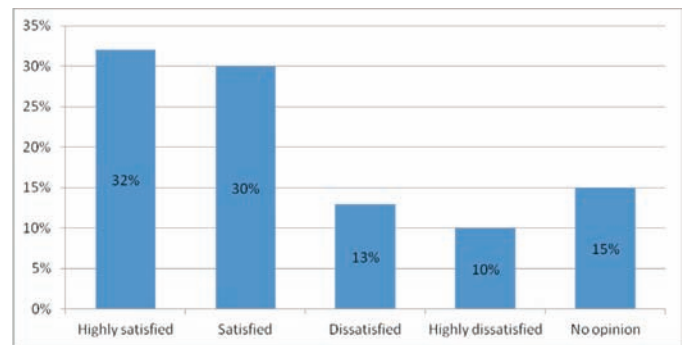


Diagram: XII

After the analysis with the help of this instrument we have found out that around 32% of the employees are highly satisfied with their jobs.

Table: XII

Highly satisfied	32%
Satisfied	30%
Dissatisfied	13%
Highly dissatisfied	10%
No opinion	15%

- Employee Engagement

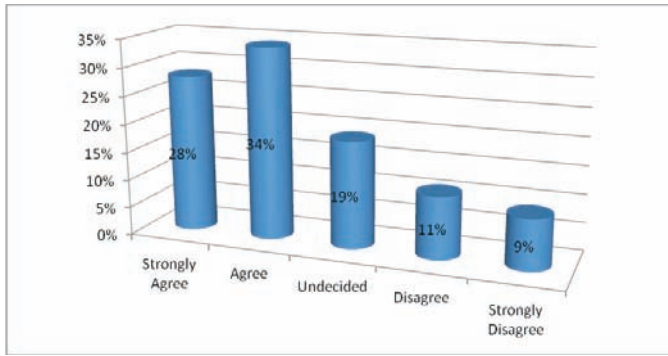


Diagram: XIII

After the analysis with the help of 16 questions, we have found out that on an average 28% of the employees

Table: XIII

Strongly Agree	28%
Agree	34%
Undecided	19%
Disagree	11%
Strongly Disagree	9%

11. LIMITATIONS OF STUDY

The study was confined to only 210 samples. The study covers only a few IT/ITES companies operating from the city of Bangalore. The sample size of companies and employees may not be large enough to represent the unknown size of the universe.

12. FINDINGS

With the help of the instrument we were able to get the relationship between motivation and work behavior (job satisfaction and employee engagement).

The employees choose an organization and make the choice based on a number of options but the main focus was on the pay, fringe benefits and on the reputation of the organization.

The employees when asked to compare their pay with the current cost of living around 55% of the employees vouched that their pay was good as compared to 8% of the employees who was of the opinion that the pay was poor.

The employees when asked to compare their pay with other jobs in the city around 40% of the employees vouched that

their pay was good as compared to 7% of the employees who was of the opinion that the pay was poor.

The employees were of the opinion that for promotional purposes the main factor that will be considered will be the combination of both past performance and seniority.

The freedom given to employees to do their day-to-day activity 42% of the employees were of the opinion that they were given a lot of choice in deciding the activities of their job.

The few factors which the employees desired to have in their jobs were increased responsibilities and job enrichment while very less employees desired more authority.

When the employees were asked about the type of rewards expected after doing a hard work was recognition of the employee and extra monetary benefits.

The most of the employees feel that they have done better off in their career and only 3% regret in choosing the IT job.

When asked to the employees about the reason for being dissatisfied with their job the employees responded with lot of reasons.

The response of the employees towards the reward system was again varied with the expectations for more rewards being the highest.

The response of the employees towards the needs of the employees which they have to fulfill the list was long with becoming independent topping the list.

On the satisfaction factor 32% of the employees were highly satisfied with their jobs and 30% of the employees were satisfied with their jobs and around only 10% of the employees were highly dissatisfied with their jobs.

For the employee engagement question, the employees responded with the help of 16 questions, we have found out that on an average 28% of the employees were highly engaged with the organization.

13. CONCLUSION

Summarizing the findings, we can conclude that employees choose an organization based on the pay and the reputation of the company. The employees were satisfied with the pay they get and they were happy with the jobs they do. The employees do understand that past performance and seniority will be the basis for their future promotion. The employees were satisfied with their jobs and were found to be highly engaged with their organization.

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