

# A Study on Role of Motivation and Improving the Performance of Employees in BSNL, Thanjavur

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**Abstract:** This paper presents a study on role of motivation and improving the performance of employees in BSNL, Thanjavur.

**Keywords:** Role of Motivation

## 1. Introduction

The term 'Human Resource' may be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organizations workforce as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organization. It is the sum total or aggregate of inherent abilities, acquire knowledge and skills represented by the talents and aptitudes of the persons employed in an organization.

The basic job of management of any organization is the effective utilization of available human, technological, financial, and physical resources for the achievement of business objective. If the human resources are not properly motivated, the management will not be able to accomplish the directed results. Therefore, human resources should be managed with utmost care to inspire, encourage, and impel them to contribute their maximum for the achievement of the organizational objective. Therefore; employee motivation is one of the major issues faced by every organization. It is the major task of every manager to motivate his subordinates or to create the 'will to work' among the subordinates. It should also be remembered that a worker may immensely capable of doing some work. A manager has to make appropriate use of motivation to enthruse the employees to follow them.

### A. Definition of motivation

A motive is a reason for doing something. Motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways. The term 'motivation' can refer variously to the goals individuals have, the ways in which individuals chose their goals and the ways in which others try to change their behavior.

### B. Meaning of motivation

Motivation is one of the most frequently used words in psychology. It refers to the factors which move or activate the

organism. We infer the presence of motivation when we see that people work toward certain goals. For example, we might observe that a student works hard at almost every task that comes to him/her; from this we infer that the person has motive to achieve.

All human behavior appears to arise in response to some form of internal (physiological) or external (environmental) stimulation. The behaviors, however, are not random. They often involve some purpose or goal. It is often held that behaviors take place as a result of the arousal of certain motives. Thus motivation can be defined as the process of activating, maintaining and directing behavior towards a particular goal.

### C. Motivation

The globalization of businesses and the advancement of information technologies have brought changes that are reshaping the world of work. They alter the way business is done, the way employees behave and the way managers manage their employees.

Motivating and retaining employees has become an important and complex task for the managers. The key to performing this task well is to find out more about the factors that motivate employees. It has become important to establish the correlation between management and motivation of employees. To have a sound human resource management strategy that attracts retains and motivates the valuable employees, it is important that the organizations find out what the employees are looking for from their jobs. The organization should constantly assess the employees' motivation levels and also what they need, want or expect from their work.

### D. Leads to stability of work force

Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent and qualified people into a concern. As it is said, "Old is gold" which suffices with the role

of motivation here, the older the people, more the experience and their adjustment into a concern which can be of benefit to the enterprise. All organizations want to be successful, even in current environment which is highly competitive. Therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome these challenges, Companies should create a strong and positive relationship with its employees and direct them towards task fulfillment in order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading them to success or if not managed properly, to decline. If the employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success. People have many needs that are continuously competing one with another.

#### *E. Informal work groups*

Generally speaking, informal work groups have the power to control the behavior of their members and therefore, influence the level of productivity. George Homans developed a model of social systems to explain from where their power comes to influence individuals' behavior. Humans identified the three elements that compose a social system: activities, interactions and sentiments. Activities are the usual tasks employees perform, interactions are the behaviors between people while performing the tasks and the Sentiments are the attitudes that occur between individuals. Although these concepts are distinct, there is a strong and mutual dependency between them. As a result, any change that happens in one of these elements will influence the other two in any organization, certain activities, interactions and sentiments are required from its members. Otherwise they would have to leave. Therefore, certain activities should be done by people that work together and be satisfying for people to continue working within the organization. As people work together they develop sentiments, therefore it is essential to create the premises for developing positive sentiments.

#### *F. Factors enhancing employee's motivation*

Employees want to earn reasonable salaries, as money represents the most important incentive, when speaking of its influential value (Sara et al, 2004). Financial rewards have the capacity to maintain and motivate individuals towards higher performance; especially workers from production companies an individual may use the money to satisfy their needs. Therefore, pay has a significant impact in establishing employees' diligence and commitment, being a key motivator for employees. Nevertheless, studies have shown that pay does not boost productivity on the long term and money does not improve performance significantly (Whitley, 2002).

## **2. Literature review**

1. Bassett-Jones & Lloyd (2005) presents those two views of human nature underlay early research into employee motivation. The first view focuses on Taylors, which viewed people as basically "lazy and work-shy" and thus held that these set of employees can only be motivated by external stimulation. The second view was based on Hawthorn findings, which held the view that employees are motivated to work well for "its own sake" as well as for the social and monetary benefits. This type of motivation according to this school was internally motivated.

2. Spector (2003) described motivation as an internal state that induces a person to engage in particular behaviors, and held that motivation may be viewed from two angles. On the one hand, motivation encompasses direction, where a particular behavior is selected from a choice of behaviors. It refers to the amount of effort put into a task, and persistence, which denotes the person's continuing engagement in the selected behavior.

3. Hadebe (2001) He proposes that internal states within individual's energies and direct their behavior. These internal states are typically referred to as. On the other hand, motivation is also concerned with a desire to achieve a certain goal, which derives from the particular individual's own needs and desires. Needs-based theories, also referred to as content theories due to their explanation of the content of motivation.

4. (2001) suggests that motivation can be defined in a variety of ways, depending on who you ask. Ask someone on the street, you may get a response like "it's what drives us" or "it's what makes us do the things we do." Therefore, motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work." It is important to note, however, that Frey uses the term external intervention

5. Pinder (1998) described work motivation as the set of internal and external forces that initiate work-related behavior, and determine its form, direction, intensity and duration. The concept focuses on events and phenomena of the work context only, and includes the influence on work behavior of both environmental forces and those inherent in the person. Schultz and Schultz (1998), regarded motivation as simply the personal and workplace characteristics that explain why people behave the way they do on the job.

6. Bartol and Martin (1998) consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective.

7. Bong (1996) generally, motivation models may be classed as belonging to one of two theoretical orientation groups – cognitive models and social-cognitive models. Cognitive models of motivation "place greater weight on understanding learners' covert thought processes, often overlooking the impact of social and contextual variables" i.e. they focus on the

individual characteristics at the expense of the job and work environment characteristics. A social-cognitive approach focuses on formulating and testing specific hypotheses regarding the nature and direction of influence from social and contextual variables. These different theoretical orientations often lead academic motivation researchers to different conclusions as to which potentially relevant variables to include in or exclude from their conceptualizations

8. Du Toit (1990) added that three groups of variables influence work motivation, namely individual characteristics, such as people's own interests, values and needs, work characteristics, such as task variety and responsibility, and organizational characteristics, such as its policies, procedures and customs. The concept of motivation is therefore particularly useful in its ability to increase general understanding and prediction of behaviour. Gouws (1995) defined motivation as an inner wish or urge that originates with an individual, either consciously or unconsciously, to complete a task successfully because it is enjoyable,

9. Van Niekerk (1987) saw work motivation as the creation of work circumstances that influence workers to perform a certain activity or task of their own free will, in order to reach the goals of the organization, and simultaneously satisfy their own needs. In the field of organization psychology, work motivation is clearly approached from several angles. As a result, a single comprehensive definition of motivation, which covers all purposes in the field, is not possible.

10. Steers (1987) stated that "a comprehensive theory of motivation at work must address itself to at least three important sets of variables which constitute the work situation" i.e. the characteristics of the individual, the characteristics of the job and the characteristics of the work environment. Steers points out that, at present, no model exists that accounts for variables from each of the three major areas.

### 3. Research methodology

#### *Meaning of research:*

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability.

#### A. Research methodology

It is a systematic and scientific process of conducting research. It gives the researcher a framework within which the research has to be carried out.

#### B. Objective of the study

- To study the important factors which are needed to motivate the employees.
- To study the effect of job promotion on employees.
- To learn the employee satisfaction of the interpersonal relationship exists in the organization.

To provide the practical suggestion for the improvement of organizations performance.

#### C. Research design

Research design adopted for this research is "Descriptive Research". It includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present.

- Type of Research
- Title of research
- Area of research
- Period of research
- Sampling techniques
- Data collection methods
- Tools used for analysis
- Problem Statement
- Limitations on the study

##### 1) Type of research

The research is descriptive in nature. It includes surveys and fact finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present.

##### 2) Title of the research

A study on role of motivation and improving the performance of employees in BSNL, Thanjavur.

##### 3) Area of research

The study is conducted in thanjavur.

##### 4) Period of research

The study is conducted from Dec 2018 to Apr 2019. The total Duration of the study is 5 months.

##### 5) Data collection methods

The Data required for the study are collected from both primary & secondary sources. Primary data's are collected through structured questionnaire and secondary data's are collected from websites, textbooks, journals, articles etc.

##### 6) Questionnaire design

Questionnaire used for data collection is designed based on the fulfillment of the objectives of the study. The Questionnaire contains demographic of the respondents, various attributes & factors related to the role of motivation of employees used in the Questionnaire, some close ended & dichotomous questions were used.

##### 7) Tools used for analysis

The following statistical tools are used for data analysis,

- A. Percentage
- B. Chi-Square Analysis
- C. ANOVA
- D. Correlation

##### 8) Scope of the study

- The study is intended to evaluate motivation of employees in the organization.
- A good motivational program procedure is essential to achieve goal of the organization. if efficient motivational programmers of employees are made

not only in this particular organization but also any other organization.

- The organizations can achieve the efficiency also to develop a good organizational culture.

9) Limitations on the study

- Data collected may have biased response.
- The researchers had difficulty in explaining the research problem to the respondents. Hence the level of understanding of research problem and concept by the respondents may affect the study result.
- The research results (findings and suggestions) are applicable only to the selected region.

Chi-Square Test:

Table 1

Relationship between present job and I expect more accuracy in my own work as my employees

Present job	I expect more accuracy in my own work as my employees					Total
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
Strongly agree	8	20	0	0	0	28
Agree	8	40	12	2	0	62
Neutral	0	4	0	4	0	8
Disagree	0	0	0	2	0	2
Strongly disagree	0	0	0	0	0	0
Total	16	64	12	8	0	100

Table 2

Observed frequency vs. Expected frequency

Group	Observed frequency	Expected frequency	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
Aa	8	4.48	3.52	12.3904	2.7657
Ab	20	17.92	2.08	4.3264	0.2414
Ac	0	3.36	-3.36	11.2896	3.36
Ad	0	2.24	-2.24	5.0176	2.24
Ae	0	0	0	0	0
Ba	8	9.92	1.92	3.6864	0.37161
Bb	40	39.68	0.32	0.1024	0.00258
Bc	12	7.44	4.56	20.7938	2.7948
Bd	2	4.96	2.9	8.7616	1.7664
Be	0	3.72	-3.72	13.8384	3.72
Ca	0	1.28	-1.28	1.6384	1.28
Cb	4	5.12	1.12	1.2544	0.245
Cc	0	0.96	-0.96	0.9216	0.96
Cd	4	0.64	3.36	11.2896	17.64
Ce	0	0	0	0	0
Da	0	0.32	-0.32	0.1024	0.32
Db	0	1.28	-1.28	1.6384	1.28
Dc	0	0.24	-0.24	0.0576	0.24
Dd	2	0.16	1.84	3.3856	21.16
De	0	0	0	0	0
Ea	0	0	0	0	0
Eb	0	0	0	0	0
Ec	0	0	0	0	0
Ed	0	0	0	0	0
Ee	0	0	0	0	0
			$\chi^2$		69.90416

Hypothesis

Null hypothesis: There is no significant relationship between satisfied with my present job and my own as my employees.

Calculated value  $\chi^2 = 69.90416$

Degree of freedom = (R-1)(C-1) = (5-1)(5-1) = 16

The table value of  $\chi^2$  for 16 degree of freedom at 5 per cent level of significance is 26.296

Interpretation:

Calculated value of chi square is more than the table value, so the null hypothesis is rejected. Hence it is concluded that there is a significant relationship between. Present job and I expect more accuracy in my own work as my employees.

Table 3

Anova

Gender wise classification	My ability to succeed at my work		
Male	42	Strongly agree	38
Female	58	Agree	60
		Neutral	2
		Disagree	0
		Strongly disagree	0
Total	100	Total	100

Hypothesis

Null hypothesis: There is no significant relationship between gender wise classifications and my ability to succeed at my work.

Table 4

Anova: Single Factor

Summary				
Groups	Count	Sum	Average	Variance
Column 1	100	158	1.58	0.246061
Column 2	100	164	1.64	0.273131

Anova	SS	Df	MS	F	P-value	F criteria
Source of Variation						
Between Groups	0.18	1	0.18	0.693385	0.406019	3.888853
Within Groups	51.4	198	0.259596			
Total	51.58	199				

Interpretation:

Calculated F value is 0.693385 and F critical value is 3.888853 so calculated value is less than a table value, so the null hypothesis is accepted. Hence it is concluded that there is no significant relationship between gender wise classifications and my ability to succeed at my work.

Table 5

Correlation

Gender wise classification	My ability to succeed at my work		
Male	42	Strongly agree	38
Female	58	Agree	60
		Neutral	2
		Disagree	0
		Strongly disagree	0
Total	100	Total	100

	Column 1	Column 2
Column 1	1	
Column 2	0.891485	1

*Conclusion:* Calculated value is 0.891, so I concluded it gender wise classification and my ability to succeed in my work.

#### D. Findings

The study is conducted to know the study on role of motivation and improving the performance of employees in BSNL a detailed survey is conducted among 100 employees and following are the findings from the study

##### *Respondents Perception about motivation of employees:*

- Most of the respondents are satisfied with my present job.
- Most of the respondents are enthusiastic about my work.
- Most of the respondents are enjoyment in my work.
- Most of the respondents are say agree in recognition I get for good job.
- Most of the respondents are agree satisfied from the change of promotion.
- Most of the respondents are say agree in satisfied with amount of variety in my job.
- Most of the respondents are agree in work in do interesting.
- Most of the respondents are ability to succeed at my work.
- Most of the respondents are say agree in responsibility for my part in mistakes.
- Most of the respondents are coach /mentor and motivated to my work.
- Most of the respondents are say agree in I regularly thing /worry about work issues when I am at home.
- Most of the respondents are agree in improving my own skills and competencies.
- Most of the respondents are agree in satisfied with the HR department.
- Most of the respondents are agree in really interested in motivating the employees.
- Most of the respondents are working environment is al so important for motivation.
- Most of the respondents are satisfied the salary level

of the organization.

- Most of the respondents are agree satisfied the lunch and break time and leave time of the organization.
- Most of the respondents are agree the retirement benefits available are sufficient.
- Most of the respondents are agree the medical benefit are providing the organization.
- Most of the respondents are agree the informal work group.

#### E. Suggestions

BSNL should provide bonus to the employees when there is an increase in profit and management of BSNL should participate their employees in taking managerial decisions. The workforce will be better motivated if the management adopts good motivational techniques in the organizations for their employees.

#### 4. Conclusion

The motivated employees are the assets of an organization. If they are not motivated properly, a management cannot achieve their organizational goal easily and effectively. The study revealed that working environment is the most motivational factor motivating the employees and most of the employees are motivated by both financial and non-financial incentives. In financial incentive salaries and wages is the most motivational factor and in non-financial incentive is relationship with co-workers.

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