

A Study on Employees Motivation with Special Reference to BSNL in Trichirappalli District

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ABSTRACT - This paper presents the employees motivation with special reference to BSNL. The main focus of this paper to identify the motivational factors adopted by BSNL. Identify which motivational factor motivates the employees the most and to find out which financial and non – financial incentives motivate the employees the most. For the study convenient sampling was used and the sample size was 60. Simple percentage analysis, ranking method and weighted and weighted average method was used for the analysis. It was found that majority of the employees are satisfied with financial and non –financial incentives. The most motivational factor in financial incentive is salaries and wages and non financial incentive is relationship with co-workers.

Key words: employees, motivation, financial incentives, non-financial incentives, motivational factors.

I. INTRODUCTION

The term ‘ Human Resource ‘ may be defined as the total knowledge, skills, creative abilities, talents and aptitude 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 organizations.

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 objectives. If the human resources are not properly motivated, the management will not be able to accomplish the directed result. Therefore, human resources should be managed with almost care to inspire, encourage, and impel them to contribute their maximum for the achievement of the organizational objectives.

II. REVIEW OF LITERATURE

According to Orpen (1997) better the relationship between mentors and mentees in the format mentoring program, the more mentees are motivated to work and committed to the organization.

Aguinis et al (2013) stated that monetary rewards can be a very powerful determinant of employee motivation and achievement which, in turn, can advance to important returns in terms of firm level performance.

Smith and Rupp (2003) 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.

Luthans and Stajkovic (1999) concluded that advancement of human resources through rewards, monetary incentives, and organizational behavior modification has generated a large volume of debate in the human resource and sale performance field.

NEED AND IMPORTANCE OF THE STUDY

This study on employee’s motivation has immense scope, as the employees are the active resources of an industry, which can rewrite fate of the organization. Motivation is an important factor that encourages person to give their best performance and help in reaching enterprise goals. Therefore, the present study on employee motivation helps to get clear picture about the factors that motivates the employees. Thus in turn helps the management to formulate suitable policy to motivate the employee.

STATEMENT OF THE PROBLEM

“A study on Employees Motivation with Special Reference to BSNL “

OBJECTIVES OF THE STUDY

1. To identify the motivational factors adopted by BSNL.
2. To identify which motivational factor motivate the employees the most.
3. To examine the attitude of employees towards different financial and non-financial incentives provided by BSNL.
4. To find out which financial and non-financial incentive motivate the employees the most.

SCOPE FOR FURTHER RESEARCH:

Only a few studies were conducted in this area thus there is a scope for further study. This research is only on the motivation of employees with special reference to BSNL. The further researches can be conducted to know the motivating factors of employees.

LIMITATION OF THE STUDY

1. The data was collected through questionnaire. The responds from the respondents may not be accurate.
2. A sample size of 60 has been used due to time limitations.
3. Sample size has been selected only from BSNL.

RESEARCH METHODOLOGY

The study was conducted among the employee in BSNL particularly grade A,B,C,D. employees of BSNL based on both primary and secondary data. Primary data were used for the analysis. For collecting the required data, convenient sampling method if data collection was used with a sample through the website of BSNL.

III. ANALYSIS, INTERPRETAION AND DISCUSSION:

The investigator used simple percentage analysis, ranking method and weighted average method for analyzing the whole primary data collected.

Table 1. Nature of work Involved.

Nature of efforts	No. of respondents	Percentage
Physical effort	8	13
Intellectual effort	4	7
Both	48	80
Total	60	100

Interpretation: Table.1

It is clear that 80% of the respondents are involved in the activities that require both physical as well as intellectual competencies; 13% of them perform jobs that require more of physical effort; only 7% are involved in intellectual activities.

Table. 2 Management’s interest in motivating the employees.

Response	No. of respondents	Percentage
Strongly agree	17	28
Agree	38	64
Disagree	5	8
Total	60	100

Interpretation: it is inferred that 28% of the respondents strongly agree; 64% agree that management is really interested in motivating the employees.

Table. 3 Support from Human Resource Management.

Level	No. of respondents	Percentage
Highly satisfied	10	17
Moderately satisfied	44	73
Dissatisfied	6	10
Total	60	100

Interpretation: It is inferred that 17% highly satisfied; 79% moderately satisfied from the support from the human resource management.

Table.4 Type of incentives motivates the employees the most.

Incentives	No. of respondents	Percentage
Financial incentives	12	20
Non-financial incentives	22	37
Both	26	43
Total	60	100

Interpretation: from the above table is 37% of the respondents are motivates by non-financial incentives and 20% of the respondents are motivated by financial incentives provided by BSNL.

FINANCIAL INCENTIVES MOTIVATING THE EMPLOYEES:

The financial incentives motivating are employees are given below:

1. Salaries and wages (f1)
2. Bonus (f2)
3. Medical reimbursements (f3)
4. Insurance (f4)
5. Housing facility (f5)
6. Retirement benefits (f6)

Table.5 Financial incentives motivating the employees:

Factor	Strongly agree	Agree	Disagree	Total
Weight	3	2	1	6
Salaries and wages	48	9	3	60
F 1 W	144	18	3	165
Bonus	0	0	60	60
F 2 W	0	0	60	60
Medical reimbursements	16	40	4	60
F 3 W	48	80	4	132
Insurance	23	27	10	60
F 4 W	69	54	10	133
Housing facility	38	10	12	60
F 5 W	114	20	12	146
Retirement benefits	46	12	2	60
F 6 W	138	24	2	164

Interpretation: from the above table.5 is the showing the financial incentives motivating the employees. It shows the

different rates given by the respondents to different factors. The respondents were requested to rate the various financial incentives in order of strongly agree and disagree. 3 weights are assigned i.e., strongly agree 3, agree- 2, disagree -1. The total number of rates given to each factor should be multiplied with weights assigned in order to get the total weight age

Table.6 Ranks given to each financial incentive:

Factor	ZFw	Zw	ZFw/Zw	Rank
Salaries and wages	165	6	28	I
Bonus	60	6	10	VI
Medical reimbursements	132	6	22	V
Insurance	133	6	22	IV
Housing facility	146	6	24	III
Retirement benefits	164	6	27	II

Interpretation: Table.6 from the above table is total weight age will be divided by the respective weight and based on the result rank is allocated to each factor. Rank ‘ I ’ indicates the most important factor and ‘II’ indicates the next important factor.

Non-Financial Incentives Motivating the Employees.

Non – Financial incentives motivating the employee are given below:

1. Job security exists in the organization (f 1).
2. Good with co-workers (f 2).
3. Workers participation in management (f 3).
4. Effective promotional opportunities (f 4).
5. Safety measures adopted by BSNL (f 5).
6. Organization recognizes and acknowledges your work (f 6)

Table.7 Non – Financial incentives motivating the employees:

Factor	Strongly agree	Agree	Disagree	Total
Weight	3	2	1	6
Job security	30	27	3	60
F 1 W	90	54	3	147
Relationship with co-workers	60	0	0	60
F 2 W	180	0	0	180
Workers participate in Mgt’s	14	21	25	60
F 3 W	42	42	25	109
Promotional opportunities	13	32	15	60
F 4 W	39	64	15	118
Safety measures adopted	30	30	0	60
F 5 W	90	60	0	150
Recognising and acknowledge Employee’s work	47	10	3	60
F 6 W	141	20	3	164

Interpretation: from the above table 7 is the table showing the non – financial incentives motivating the employees. It shows the different rates given by the respondents to different factors. The respondents were requested to rate the various non – financial incentives in order of strongly agree, agree and disagree. 3 weights are assigned ie. Strongly agree -3, agree-2, disagree-1.

Table .8 Ranks given to each non – financial incentives:

Factor	ZFw	Zw	ZFw/Zw	Rank
Job security	147	6	24.5	IV
Relationship with workers	180	6	30	I
Workers participation in management	109	6	18.1	VI
Promotional opportunities	118	6	19.6	V
Safety measures adopted	150	6	25	III
Recognising and acknowledging employees work	164	6	27.3	II

Interpretation: from the above table 8. is the total number of rates given to each factor should be multiplied with weights assigned in order to get the total weightage. Rank ‘ I ’ indicates the most important factor and ‘ II ’ indicates the next important factor.

It is evident from the above analysis that relationship with co-workers is the most important factor which motivate the employees. After that, recognition is the second factor. The third factor is safety measures adopted in BSNL. The fourth and fifth factors are job security exists and effective promotional opportunities in BSNL. Sixth important factor, which motivate the employee, is effective promotional opportunities in the BSNL. It is clear from the above analysis that relationship with co-workers is the most attractive non-financial incentives motivating the employees.

FACTORS MOTIVATING THE EMPLOYEES:

The factors motivating the employees are given below:

1. Increase in salary (f 1).
2. Promotion (f 2).
3. Recognition (f 3).
4. Work environment (f 4).
5. Leave (f 5).
6. Training methods (f 6).

Table 9. Motivating factors which motivate the employees.

Factor	Ran k I	Ran k II	Ran k III	Ran k IV	Ran k V	Ran k VI	Tota l
Weights	6	5	4	3	2	1	21
Increase in salary	4	9	15	6	4	22	60

F 1 W	24	45	60	18	8	22	177
Promotion	0	10	13	18	15	4	60
F 2 W	0	50	52	54	30	4	190
Recognition	18	14	10	7	5	6	60
F 3 W	108	60	40	21	10	6	245
Work environment	37	15	5	3	0	0	60
F 4 W	222	75	20	9	0	0	326
Leave	0	1	5	10	20	24	60
F 5 W	0	5	20	30	40	24	119
Training methods	1	11	12	16	16	4	60
F 6 W	6	55	48	48	32	4	193

Interpretation: from the above table 9 is the respondents were requested to rank the various incentives that motivate the employees in order from high to low Rank ' I ' indicates the most important factor and ' II ' indicates the next important factor. If the respondents give Rank ' I ' to a factor, it means that the said factor is the most motivating factor which influences the performance of the employees. The above table is the table showing the incentives motivating the employees. It shows the different ranks given by the respondents to different factors.

Table 10. Rank given to each motivational factor:

Factor	ZFw	Zw	ZFw/Zw	Rank
Salary	177	21	8.42	V
Promotion	190	21	9.23	III
Recognition	245	21	12.14	II
Work environment	326	21	15.52	I
Leave	119	21	5.6	VI
Training methods	193	21	9.19	IV

Interpretation: from the above table it is the total number of ranks given to each factor should be multiplied with weights assigned in order to get the total weightage. The total of Rank ' I ' should be multiplied with weight '6'. Rank ' II ' with weight ' 5 ' and so on. The factor with highest value is the most important factor which motivates the employees and the factor with lowest value is the least important factor.

It is evident the above analysis that work environment is the most important factor which motivate the employees the most. After that, recognition is the second factor. The third factor is promotion. The fourth and fifth factors are training methods and increase in salary. Sixth important factor that motivates the employee is leave. It is clear from the above analysis work environment is the most important factor which motivate the employees.

IV. SUGGESTION

7. BSNL should provide bonus to the employees when there is an increase in profit and management of BSNL.
8. BSNL should participate their employee in taking managerial decisions.

9. The workforce will be better motivated if the management.
10. Adopt good motivational techniques in the organizations for their employees.

V. 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 incentives salaries and wages is the most motivational factor and in non-financial incentives is relationship with co-workers.

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