The progressive growth of Information Technologies and globalization has played a vital role in restructuring the corporate world. It has reformed the approach towards business, altered employee expectations and employee attitude at work, and has further changed the employer-employee relationship. Considering today’s diverse workforce and a challenging environment, the onus of running a successful and profitable enterprise primarily lies in the hands of the management. Therefore, it is critical that management assess the changing nature of the organizations and meet the ever-evolving expectations of employees.

One can easily say that the success of any aspect of a flourishing business can easily be attributed to motivated employees. Unfortunately, motivating people is far from an exact science. There's no secret formula, set principles one can follow or no right or perfect strategies to make it happen. In fact, motivation can be as individual as the employees themselves. One employee may be motivated only by money. Another may appreciate personal recognition for a job well done. Still another may work harder if he has equity in the business. While what excites employees changes from person to person, and from time to time the management must in principle agree on a methodical approach in finding out what their employees want and suggest a way to give it to them or to enable them to earn it.

The purpose of this study is multi-fold and is aimed at encapsulating all of the below:

Objectives of the study

1) To report changes in the ever evolving Indian business environment and its impact on human capital.
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2) To determine 5 significant motivators that motivate an employee at his existing career stage.
3) To identify the most challenging job for HR professionals.
4) Ascertain existing gaps if any in the expectations of employees and what’s already being offered by the organization.
5) To recommend concrete Motivation Mapping tool for Human Resource managers to deal more effectively with contemporary demands.

Hypothesis

1) There is no difference in the nature of motivators across three levels of management in the IT and ITeS industry.
2) There is no difference in the nature of motivators across organizations.

Findings

1) 100% of employees believed that different things motivate people differently.
2) All levels of employees value Achievement the most, but the proportion of Senior management employees doing so is significantly higher than the Junior and Middle management employees.
3) While Self Development is valued the most by Junior management and Middle management employees, it is clearly the lowest motivator amongst the Senior management employees.
4) Power / Influence is very important for Senior management employees following the Need to Achieve. Similarly, the Junior and the Middle management employees are more keen on Self Development and constantly look at enhancing their skill sets.
5) Creativity played a very important role with regards to Senior and Middle management whereas the Junior management employees
expressed their desire to be valued for their contribution or feel useful in the process of achieving organizational goals.

6) All levels of employees valued Recognition, but the proportion of Senior management employees doing so is significantly higher than the Junior and Middle management employees.

7) It was observed that the Money drives the Junior management employees, while Relationships and Friendly HR policies were significant for Senior management and Middle management employees.

8) At the Senior management level the three motivators that were unfulfilled were – Creativity, Recognition and Relationships, while at Middle Management they maintained Recognition and Creativity alongside Friendly HR Policies. Though at the Junior management level Interest /Usefulness and Money were the most unfulfilled followed by Recognition as the least unfulfilled motivator.

9) From the above findings it is derived that there is a difference in the motivators across levels of management.

10) Achievement and Self Development came across as the most significant Motivators across five organizations surveyed.

11) Four out of five organizations gave importance to Recognition as the third most important motivator.

12) Three out of five organizations varied in the nature of Motivators with different degrees, except for two organizations namely – Kring Tellabs and IBM who shared the same set of Motivators though with variable degrees across five Motivators.

13) It was observed that three out of five HR professionals attributed Motivation followed by Retention as their major concerns.

14) Whilst analyzing the individual organization qualitative data on existing motivation programs, it was observed that focus on Training
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and Development which is why Self Development as a Motivator seems to be taken care of.

15) While it was identified that there were existing programs to recognize employees, the finding suggest that the frequency and scope of these programs be re-evaluated and enhanced.

16) While most Organizations shared their existing HR programs on much persuasion, they were not willing to divulge any information on their future plans.

Limitations

1) The subject of motivation is extensive and vast. Therefore, investigating all aspects of it was not possible due to time limit and the enormous research that already existed. The researcher has therefore delimited the research by investigating only the nature of motivators that are significant for employees in the IT & ITeS industry.

2) This study has been restricted to the IT and ITeS Industry.

3) The study has included a smaller sample size (50) from the Senior level management as the top rung professionals taper to the top of the hierarchy and reduces in number.

4) It was extremely difficult to get consent from organizations on participating in the survey. Therefore, this study has been limited to only five organizations.

5) The HR survey was a very difficult task, as they were not ready to share their future plans with regards to motivation.

6) This study has not considered variables like age, gender, marital status and many others, which could have an impact on employee motivation.
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Recommendation as possible area for future investigation

1) The changes, if any, in nature of motivation amongst employees within an organization.