CHAPTER III
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The world is going through an enormous change. Factors like Globalization and Information Technologies are significantly changing the way business is done. Organizations have changed their outlook towards its employees. In this new era, employees need to be respected and like to be treated as a valuable asset as they are becoming the source of a company’s competitive advantage.

In the present job market, the only differentiator between competitors is the quality of the people working in the organization and what the organizations are ready to offer to retain this much required asset. To have a sound and effective Human Resource Management strategy that attracts, retains and motivates the valuable employees, it is important that managers constantly assess the employee’s motivation levels and also what they need, want or expect from their work to help employees to perform to the best of their ability. The IT and the ITeS is strongly supported by Human Resources that enable the delivery of the service. The most important thing in the delivery of quality service is the individual motivation of all employees.

Motivation as a concept is pervasive and a highly complex activity that affects and is affected by a host of factors in the organization. Interest in the topic of motivation in work organizations has escalated dramatically in recent years, because of its significance as a determinant of performance and its tangible nature. Several factors appear to account for the prominence of this topic as a focal point of interest. Managers and organizational researchers cannot avoid a concern with behavioural requirements of an organization.
Every organization needs people (in addition to physical and financial resources) in order to function. Organizational effectiveness becomes to some degree a question of management’s ability to motivate its employees, to direct at least a reasonable effort toward the goals of the organization. As technology increases in complexity, machines tend to become necessary, yet insufficient vehicles of effective and efficient operations. In other words, it becomes necessary for an organization to ensure that it has employees who are both capable of using and willing to use the advanced technology to achieve organizational goals.

Many organizations are now beginning to pay increasing attention to developing their employees as future resources (or talent bank) upon which they can draw as they grow and develop. Having understood the implications of motivation on the employees and the organization at large, it becomes imperative that we have an understanding of the very basic concept of motivation and the various factors that affect motivation.

**Define Motivation**

Motivation is derived from the word ‘Motive’. “A motive is an inner state that energizes, activates or moves and directs or channels behaviour towards goals”.

“Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium by satisfying the need”.

Motivation is the force that makes us do things. This is a result of our individual needs being satisfied so that we have inspiration to complete the task. These needs vary from person to person as everybody has their individual needs to motivate themselves. Depending on how motivated they are, it may further determine the effort they put into their work and therefore increase the standard of the output.
Motivation is concerned with the factors that stimulate or inhibit the desire to engage in behaviour.

From a manager’s perspective, it is important to understand what prompts or stimulates people, what influences them, and why they persist in particular actions.

Quick (1985) presented these four underlying principles that are important to understand motivation.

a) People have reasons for everything they do.

b) Whatever people choose as a goal is something they believe is good for them.

c) The goal people choose must be seen as attainable.

d) The conditions under which the work is done can affect its value to the employee and his or her perceptions of attainability or success.

The role of motivation in performance is summarized in the Model of Motivation in the figure given below.

![Fig- 3.1 A model of Motivation](image)

Internal needs and drives create tensions that are affected by one’s environment.

For example, the need for food produces a tension of hunger. The hungry person then examines the surroundings to see which foods (external
incentives) are available to satisfy that hunger. Since environment affects one’s appetite for particular kinds of food, a South Indian may want Idli sambar, while a Punjabi may prefer parathas. Both persons are ready to achieve their goals, but they will seek different foods to satisfy their needs.

Potential performance (P) is a product of Ability (A) and Motivation (M). Results occur when motivated employees are provided with the opportunity (such as the proper training) to perform and the resources (such as proper tools) to do so. The presence of goals and the awareness of incentives to satisfy one’s needs are also powerful motivational factors leading to the release of effort. When an employee is productive and the organization takes note of it, rewards will be distributed. If those rewards are appropriate in nature, timing and distribution, the employee’s original needs and drives are satisfied. At that time, new needs may emerge and the cycle will begin again. It should be apparent therefore, that an important starting point lies in understanding the significance of motivation in organizations and the changing role of HR managers striving to achieve a motivated workforce.

**The Changing role of HR**

Overwhelmingly complex work environments the world over have made it mandatory for the modern manager to possess a repertoire of skills to take head on the varied complex challenges in an increasingly unpredictable global business environment. The need for a good set of HR skills becomes central to this change process. While HR has now acquired a status of its own, a large number of organizations in the IT sector are bringing into focus and putting in place a variety of HR ‘interventions’ to give a definite meaning to the dignity and role of each employee.
Today’s businesses are more dependent than ever before, on their top performers to innovate and provide services that differentiate a company from its fierce competitors. In other words, corporations are reliant upon their human assets to survive and thrive.

Human Resource Management plays a vital role in an organization. Recruitment, Motivation and Retention of talent pool with the existing attrition problem, is becoming a challenge as well as a concern area for all HR Managers. It’s an issue that needs to engage the collective wisdom of the HR fraternity within the industry. Strategic HR needs to play a much larger role today. Traditionally, the focus had been on short-term issues and operational aspects, while the other operational functions being important, with the formative years being over, organizations need to develop a long term vision and look at issues such as creating, motivating and retaining the talent pool and building an organizational culture and sharing it with the employees.

While functions like Career planning, Goal setting, Training and Development need focused energies of the managers, it’s more important to implement these functions on the appropriate pool of human resources. This brings us to the most significant and the first touch point with human resource function - Recruitment and Selection.

Organizations still think in hierarchical ways. All the money available for selecting and training goes to the apex of the hierarchy. Management needs to reverse the pyramid. Much of the same care that goes into selecting the managers should be invested in choosing every member of the team.

Human Resource should not be selected only on the basis of technical skills. It’s essential to identify the other important aspects, like whether there is person – job fit. Would the candidate fit into the culture, norms, role, are mutual expectations being met? Etc.

A bigger concern is that Line managers with little experience in recruitment are given the mandate to hire large teams, which should be avoided.
However, once employees have got through the initial period and have become a part of the organizational process, maintaining consistency in performance and keeping the motivation levels high, despite the monotonous work, should be the mantra for retaining employees. Internally HR managers should put in efforts on the development of their employees, building innovative retention and motivational schemes (which was more money oriented so far) and making the environment livelier.

Motivating employees would imply constant communication, identifying key motivators at every career stage, acknowledgement and implementation of the desired strategies based on the individual differences. All the previous interventions could act as preventive measure against demotivation, which could otherwise be leading to high levels of attrition. Outside, the focus should be on creating awareness and attracting the best of talent. It would also require the managers to look at major concerns specifically related to the industry or organization. Example, attrition should not be taken merely as a statistic. Managers must not try and deal with attrition, as an issue, because that would require quick fix measures. More important would be to identify the underlying issues contributing to attrition and work backwards. That is, managers must identify constantly, organize and monitor factors that would lead to higher motivation through all channels of communication. Various modes of communication would include meeting and goal setting with employees, thereby avoiding consequences like attrition.

To retain good staff and to encourage them to give most their best while at work requires attention to the financial and psychological and even physiological rewards offered by the organization as a continuous exercise. Organizations offer the best of everything on selection of candidate but soon get neglected over a period of time, leaving a lot of void for De- motivation to creep into employees. Seldom is a clear coherent and overall approach taken
to the challenge of motivating people. Most organizations don’t give it much thought until something starts to go wrong.

Below are various factors that need to be considered while motivating employees.

**Fig. 3.2**

Factors Affecting Employee Motivation
1) **Motivation Mapping - Nature & Scope**

It’s a fact of human nature: people are always motivated. The big question is, what are they motivated to do? If managers really want to influence people’s motivation, they have to uncover their reasons for doing things, their purposes, and their causes. People aren’t going to be truly motivated for other’s reasons and goals. It’s the management’s responsibility to find out what their motives are and to then help them connect those to organizational goals and activities. And that will positively affect their performance on the job.

Motivation Mapping is a modern, practical approach in solving motivation problems within an organization.

![Motivation Mapping Diagram](image)

**Fig. 3.3**

**Motivation at Work**

Performance in any organization depends upon 3 factors, the right direction, the appropriate skill set and enormous amounts of motivation.

Our performance in our business is firstly to do with direction, like a business plan, or a strategy: where are we going? There are coaches, consultants and
specialists that deal with the direction the company is going in. When we talk about direction, it’s something that the Senior Management Team or the Board deals with and cascades down to the employees of the company who honestly don’t have a lot to do with direction; it’s not their concern.

The second factor in the triangle and a significant determinant of performance is the skill set that each employee possesses on the job. People need a broad range of skills to perform efficiently. While it is on the basis of this skill set that a job applicant is selected, it is possible to increase the proficiency by mastering the skills through skills training. And most organizations have a series of systems and processes in order to establish the skill set.

Motivation is the last part of the triangle that contributes to performance. It is this force that makes us do things: this is a result of our individual needs being satisfied (or met) so that we have inspiration to complete the task. These needs vary from person to person as everybody has their individual needs to motivate themselves. Depending on how motivated one is, it may further determine the effort one puts into their work and therefore increase the standard of the output. A key thing to bear in mind is that out of the three factors mentioned above, the first two are almost always well planned in their execution.

The direction of the organization is determined right at the beginning and the skill set required to contribute to each role is determined much before the selection of the candidates.

Very few organizations have a strategy for their motivation set, and the motivation set is the key one of the three determinants because if the employee lacks the motivation to perform the job the ideal direction and best of skill set will prove to be useless.

Motivation Mapping provides the solution to what is probably the most difficult of these three to manage and sustain - MOTIVATION.
Motivation Mapping is an ongoing process of identifying the top 5 motivators for an employee at regular intervals in his career tenure in an organization with the help of a simple diagnostic tool called ‘Profiler’.

2) The Need for Motivation Mapping
   a) Individual Differences

   If an organization wants to draw the best out of any individual, the organization has to treat him or her as a Human first. Treating an employee as a thing – manipulating or using him in any way - will never work, at least in the long run. What motivates one person in the team may not motivate another. Managers must shift their approach from grouping people under the generic category of ‘employee’ to individual human beings and term them as ‘working partners’. This is what they are. Managers must acknowledge them as human beings with individual needs, drives, characteristics, personalities, and acknowledge their contribution to the business success. Not all individuals will always be clear about what they want, as motivation changes with age and circumstances.

   In such circumstances it is the responsibility of the HR Manager to encourage an open discussion and help employee clarify what he is seeking at any given time in his career and designing motivators accordingly.

   b) Competition

   This is an industry that is perhaps the best example of being customer centric and customer driven. This is much beyond than just being customer focused. Perhaps this is the only industry that faces so much of direct pressure due to customer commitments.

   With increasing stiff competition against other surviving competitors, staying late nights, working on weekends has become a norm. Globalization has led to growing competition across the globe. While competition also has relative
gains for all parties. With the potential for increased production, output, and higher wage levels it has also brought along increased standards of living thereby improving human welfare. Like there are beneficial aspects that increase production and efficiency, competition has also got some adverse effects on various aspects of employee work life. This has led to a shift in the way people think and operate.

With the changing work culture, employees have started raising their expectations that could benefit them or in some way compensate the hardships that they experience in their work life. Employees look for various motivators, which would enrich their life, something beyond just increment or promotion. Motivation Mapping in such conditions helps tap those other motivators that go beyond money, which the employee feels is in some way compensatory for the hardships they experience.

c) **Shift of Needs & Expectations**

Managing expectations is a great challenge for managers. The expectations arise not only after joining the company but also during a job interview. Un-met expectations in a previous organization could result in a job change. These expectations are especially high in the case of software professionals because they are in a sellers’ market, while organizations are in a buyers’. HR managers and members of the top management team need to play an important role in managing this aspect.

As stated earlier, HR managers can manage expectations right from the recruitment stage itself. Problems often result from mismatched expectations created at this early point in an individual’s relationship with the company. Human Resource managers may, therefore, play the most important role of explaining to the prospective employees what the organization is about, its vision, mission, values, the role he would be playing and expectations from
him. Clear communication with regards to technological and on-site opportunities, company’s position on the value chain, company’s future plans, will help manage expectations to a large extent. This is due to the fact that people come with preconceived notions based on their experiences with organizations they have worked in previously or otherwise.

Employees may develop important new motives, show a shift in the priorities of existing motives, or discard motives that were formerly been of significance. Some of these long-term changes are the result of experience and learning, others seem to come about from new requirements at different stages of life. There are some predictable changes in motive patterns as people go through life. When processes like Motivation mapping in which identification and expectation management are done successfully, it reinforces their enthusiasm and commitment to the work in which they are involved and gives employees a good sense about their future.

d) ‘Money’ not the only Motivator

Money is the incentive most commonly used in industry to get people to work. Management generally has the attitude that what the employee wants most is more money.

It is evident that money is important to employees for a number of reasons. Certainly, money is valuable because of its economic value as a medium of exchange for allocation of economic resources; however it also is a social medium of exchange.

The assumption that employees respond only to money has been called the ‘Rabble Hypothesis’ because workers are under this wrong assumption, treated as a group of unorganized rabble insensitive to the social motives of approval and self respect. The result is frustration, which could result in non productive staff. While pay is an important incentive to work, its incentive value varies from situation and from person to person. It takes more than top
salaries to keep good employees from leaving. Research results through interview and questionnaire shows, employees almost never show higher pay at the top of the list of items that employees want most.

Top performers want to work in a pleasant and progressive environment where they feel valued as people as much as skilled professionals. It is important to remember that money is not the only factor to take into account. Skinner in this connection contends “How pleasant work conditions are, how easy or awkward a job is, how good or bad tools are – many things of that sort make an enormous difference in what a worker will do for what he receives”. Motivation Mapping will help identify the other significant motivators which are completely overlooked.

e) **Organization a Second Home**

A place where employees spend most of the cognitive time of their lives, the work environment is a space that impacts them immensely. From a 9 to 5 job to the workplace of today, the concept of work as well as its environment has undergone a sea change. When people spend such a large and important part of their lives in the organization for which they work, they expect something in return. Their triumphs, setbacks and trials all happen in the arena of work. Hence it becomes all the more essential to maintain high standards. People do expect a pay back not just in monetary terms but also in the way that makes their work life enriching, comfortable and enjoyable. Motivation Mapping would help in constantly tapping the changing expectations, motivators within the individual, which are an important part of a profession.
3) Benefits of Motivation Mapping

a) Increases Awareness

One’s level of awareness determines his quality of life. The choices one makes, the decisions, the actions, current state of thinking, reactions to life situations, acknowledgement and acceptance of various emotions, feelings about various things or events in life are all determined by the state or level of one’s current consciousness or awareness. One’s dreams, goals, aspirations, inclinations are all related to the current state of awareness. Expanding awareness will enable one to rise to highest potential in life.

Motivation Mapping serves as a tool for self analysis. While most individuals fairly know what they want out of life, there exist people who might be completely confused about their goals, motivations, and aspirations. Motivation mapping will be a useful tool in discovering and giving them more clarity about themselves. With an increased level of awareness, people can direct their efforts in achieving their goals.

b) Managing the fit.

A long term relationship or association would signify strong coherence rising out of the (congruence in the organizational offer and the individual needs).

Lack of these fits, result in lower job satisfaction and consequently in employee turnover. The more the match between the organization and employee the more the probability of having highly motivated employees resulting in high retention.

Motivation Mapping exercise will help in conducting this Gap Analysis. It will be a crucial process in identifying approaches to minimize the gaps if required.

c) Helps create Leaders

A major challenge for the Indian IT industry is developing true leaders. This industry has evolved and grown rapidly through the vision and leadership
skills of a few key individuals. Businesses all over the world are making an
effort in developing leadership skills in their people. China and India have a
large supply of people, but currently have an acute shortage of leaders. This is
because the same people required in Indian businesses, are also being sought
by firms in the United States and Europe.

To be leaders, businesses have to therefore attract and retain global
talent. This demands a great deal of time and effort. Many successful
organizations in fact, spend about half of their time in recruiting, and the other
half in ensuring that people understand the direction in which their business is
moving. Bearing this in mind, Indian leaders clearly need to examine (or re-
examine) where they are focusing their energies and attention.

As a manager, one has also tremendous responsibility towards his team
members. The manager directly or indirectly impacts their self confidence,
their desire, their long term interests, and their overall ability to love what they
do for a living. That’s a lot of pressure on leaders to get it right. Understanding
the dynamics of how individual motivation works can make the difference
between a successful leader and one that is not. Motivation Mapping will help
these managers with some understanding of how to manage each individual
who has different relative motivational needs. Having once identified the
various motivators at individual level, managers can use observational skills to
try to establish when people are motivated and then observe the cause of
motivation.
Finally as a leader and motivator, it’s the manager’s role to bring out the best
in his employees. This continuous exercise will allow managers to take the
right actions and to improve individual motivation finally leading to a
motivated team.
4) Practical Application of Motivation Mapping

a) Motivation Mapping as a Motivational tool

It’s not just about money, titles, or shareholder value. It’s also a matter of creating an environment where the employees feel right - a culture that suits them. Employees have many reasons for sticking with a job. It’s easier to retain top talent if action is taken early enough as a preventive measure opposed to curative measures leading to a motivated set of employees. Organizations need to constantly update themselves by assessing, evaluating and updating processes and systems with changing times and changing workforce.

It’s important to remember that motivation is not a short term solution, the motivational factors change over the course of time, and depend on circumstances that an individual may be experiencing at the time, whether it is personal life or career.

As organizations cannot wave a magic wand to motivate its employees, it is the role of leaders and managers to continuously monitor the motivational factors of their employees.

The purpose of Motivation Mapping is to establish the motivational profile of the employee based on which managers can take the right actions, to improve individual motivation and encourage above average performance.
5) **Process of Motivation Mapping**

![Diagram of Process of Motivation Mapping]

- **Individual Profiler**
  - Administered Simultaneously
  - Administered on Employee
  - Key Results
  - Increased Self Awareness
  - Gives Direction
  - Acts like a Ready Recknor for the Individual to map progress against
  - Focus is on
  - What is significant
  - What is unfulfilled
- **HR Profiler**
  - Administered on HR Personnel
  - Key Results
  - Sets a Roadmap for every employee
  - Helps map overall organizational growth based on Individual growth
  - Helps in need Gap Analysis
  - Focus is on
  - What was offered
  - What needs to be offered

**Fig. 3.4**

**Process of Motivation Mapping**
Conclusion

To conclude, change is here to stay, and we need to understand that all the practices that are working today may not necessarily work tomorrow. Customer expectations, market changes and strategic decisions will derive the tools to managing the human assets. Companies today are constantly striving towards enhancing the quality of work life and also the personal life of its employees and this does not stop with the employee but gets extended to his / her family as well.

In-house health clubs, yoga and meditation centers to relieve stress, sports and cultural activities, employee get-togethers with invitations to come over with families, day care centers and many of the like are being provided by companies.

A look at the trends in managing people in this dynamic industry reflects that attracting, managing, nurturing talent and retaining people has emerged to be the single most critical issue in lieu of the enormous opportunities spun off by the market. The new avatar of talent is the knowledge professional who is innovative, business savvy, quick on the uptake, has an instinctive ability to network, and possessing unbridled ambition. They are propelled by an urge to experiment, scan new avenues that can spur their creativity. The knowledge professional will gravitate to an organization that is flexible, has strong values, a robust performance ethic and provides challenging work on latest technology.

Thus, it’s safe to assume that companies who proactively take measures on three fronts are the powerhouses of the future - Firstly, companies who create an organizational ambience where talent can bloom. Secondly, where they put in place systems that help unleash the employee potential and thirdly, they build a reward and recognition mechanism that provides value for people.