CHAPTER IV
RESEARCH DESIGN OF THE STUDY
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Employees are the building blocks of an organization. Organizational success depends on the collective efforts of the employees. The employees will collectively contribute to organizational growth when they are motivated. One of the main reasons of motivation being a challenging job is due to the changing workforce. The employees become a part of their organization with various needs and expectations. Different employees have different beliefs, attitudes, values, backgrounds and thinking. But all the organizations are not aware of the diversity in their workforce and thus are not aware and clear about different ways of motivating their diverse workforce. Hence Motivation should be approached differently by different businesses and the responsibility of its integration lies with all immediate supervisors and the HR.

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

a) Recruitment
Refers to the process of attracting, screening and selecting qualified people for a job.

b) Motivation
Motivation is the internal and external factor that stimulates desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal.

c) Retention
It refers to the ability of an organization to retain its employees. It involves taking measures to encourage employees to remain in the organization for the maximum period of time.

d) Motivation Mapping
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 ‘Individual Profiler’.

e) Levels of Management
The term “Levels of Management” refers to a line of demarcation between various managerial positions in an organization. The levels of management can be classified in three broad categories: - Junior Management, Middle Management and Senior Management.
f) **Junior Management**
The Supervisors, Executives, Management Trainees etc. all belong to this category of management. This level of management generally performs or executes the tasks.

g) **Middle Management**
The Departmental Heads and the Branch Heads belong to this category of management. The Middle level management is answerable to the top level management for functioning of their departments. The Middle level management generally performs organizing and directing functions. It implements the organizational goals and plans according to the directions of the top management.

h) **Senior Management**
The General Manager, Managing Director, Chief Executive, Board of Directors all belong to this category. Authority mainly lies with this level of management. The Senior level management generally performs the planning function. It lays down broad policies and goals of the organization.

i) **Achievement**
Refers to individual's desire for significant accomplishment, mastering of skills, control, or high standards.

j) **Power/Influence**
Refers to the need to exercise authority, lead others and make an impact by being in position to influence others.
k) Self Development
Refers to the need to develop knowledge skills, talents, potentials and enhance quality of life.

l) Creativity
Refers to the need to create something novel (a product, a solution, a work of art etc.) that has some kind of value or taking an unconventional approach towards a goal which is satisfying.

m) Interest/Usefulness
Refers to the need to work on a project, arousing interest that makes a worthwhile contribution towards self, organization and society adding meaning and purpose to everyday actions.

n) Money
Refers to the need to be appropriately compensated financially for the services rendered.

o) Material Rewards & Fringe Benefits
Refers to the need to be rewarded with benefits in kind (also called fringe benefits, perquisites, perqs or perks) that are the various non-wage compensations provided to employees in addition to their normal salary.

p) Recognition
Refers to the need to be recognized and appreciated for the contributions made to the organization.
q) **Safety/Security**
Refers to the need to be protected against physical, social, spiritual, financial, political, emotional, occupational and psychological damage.

r) **Process & Systems/Structures**
Refers to the need for orderliness and to follow strictly pre ordained and determined methods and approaches for problem solving & decision making.

s) **Relationships**
Refers to the need for friendly relationships and human interaction.

t) **Friendly HR Policies**
Refers to practices or arrangements in the form of formal rules and guidelines established by an organization, to support employees and to improve the compatibility of work and family resulting in work life balance.

u) **Others**
Refers to all those factors that have not been included in any of the above thirteen motivation categories.

3) **Hypothesis**
   a) There is no difference in nature of motivators across 3 different Levels of Management.
   b) There is no difference in nature of motivators across Organizations.
4) **Tools**

a) **Individual Profiler**  
(See Annexure I)

b) **H.R. Profiler**  
(See Annexure II)

c) **HR Dossier**  
See Annexure III

d) **Compass**  
See Annexure IV

e) **Potential Profiler**  
See Annexure v

a) **Individual Profiler**  
This questionnaire was designed for the employee from IT/ITeS organizations. The questionnaire was a very simple, easy to understand including 4 objective questions. 

The first part of the questionnaire dealt with Personal Information including details like the Name of the Employee, Level of Management and the Name of the Organization. The candidate was given a choice of pasting his/her Business card for convenience.

The second part of the questionnaire dealt with the following:

- Gathering more detailed information regarding his perspective on motivation.
- To identify the 5 most significant motivators he considered at the existing career stage.
To highlight the unfulfilled motivators out of the 5 significant motivators.

This final questionnaire was formulated post a study on factors that research and experience identified as Motivators. The researcher also surveyed 30 employees of various organizations across industry by asking them to put down minimum of ten motivators which they felt were significant for them. Out of the list obtained, many motivators were repetitive therefore one representation was considered and various other factors were clubbed under larger categories, thus came about the Thirteen broad Motivation categories.

For example, some individuals had put ‘Recognition’ as an important factor. Some others had put ‘Receiving any sort of appreciation for job well done’, or ‘Receiving trophies in annual function’. While the above 2 factors may be different, they essentially belong to the ‘Recognition’ category.

The standpoint the researcher took was that, in the absence of a complete explanation, the researcher should be able to provide as many motivators as she thought could be manageable for the managers and seemed satisfying for the employees. Thus the formulated questionnaire was distributed among 2 Research Experts, 2 IT Senior Professionals, 3 HR Managers and 10 Employees having no background of Research or Psychology. The consensus of the majority was taken and essential modifications were carried out based on the suggestions of the experts.

b) HR Profiler

This questionnaire was designed for the Human Resource Personnel from IT/ITeS organizations. The questionnaire was a very simple, easy to understand, including 4 objective questions.
The first part of the questionnaire dealt with Personal Information including details like the Name of the HR Personnel and the Name of the Organization. The HR Personnel was given a choice of pasting his/her Business card for convenience.

The second part of the questionnaire dealt with the following:

- Gathering more detailed information regarding his perspective on motivation.
- Identifying the most challenging function from amongst Recruitment, Motivation and Retention he faced.
- To highlight Motivation Categories out of the Thirteen listed, under which programs are currently in force.
- To identify Motivation Categories they plan to focus in the future.

The HR Profiler was designed based on personal interviews with 10 HR professionals supplemented with extensive literature review. While the nature of questions posed at the HR professionals varied in nature from those which were posed at each employee, the thirteen motivator categories remained a constant. Post suggestions from the HR professionals, necessary changes were made.

c) **HR Dossier**

The HR Dossier is a final compilation of Twelve Motivation Categories followed by their Operational definitions and suggestions regarding the ‘Likely Motivators’, ‘Likely Demotivators’ and ‘Cues’ to enhance the unfulfilled motivator.

d) **Compass**

The ‘Compass’ is a report which is compiled on the basis of the results obtained post administering the Individual Profiler and HR Profiler. It
enables a Gap Analysis which involves Determining, Documenting, Planning and taking the Corrective Action, assisting the organization to do a comparative analysis of ‘Actual’ and ‘Potential’.

Once the gap is identified the concerned Employee, Immediate Superior (Immediate Boss) along with the HR Facilitator have a one-to-one discussion and decide the way forward in a stipulated timeframe. The Compass is then documented in the Employee file for future reference.

e) Potential Profiler
The Potential Profiler could be the emerging role of the Individual Profiler. It is a modified version of the Individual Profiler. The Individual Profiler was created with focus of dealing with a single concern ‘Motivation’, whereas the Potential Profiler could play a vital role in procuring significant factors relating to the potential employee/employee, based on which rightful decisions can be made by the HR department, with regards to three most important functions (Recruitment, Motivation & Retention).

5) Sample Description
The present study involves sample from the IT and ITeS Industry. Many organizations were approached out of which only 5 organizations finally participated in the study. Participants were randomly selected.
Table 4.1 shows the distribution of sample from each of the five surveyed organizations.

<table>
<thead>
<tr>
<th>Level of Mgmt.</th>
<th>ACCENTURE</th>
<th>HCL</th>
<th>IBM</th>
<th>KRING TELLABS</th>
<th>RELIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Middle</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Junior</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

Table 4.1

**Distribution of Sample**

50 employees were from ACCENTURE, 50 employees were from HCL, 50 employees were from IBM, 50 employees were from KRING TELLABS, and 50 were from RELIANCE. Participants from each organization were divided into three parts: Junior, Middle and Senior Level Management.

There were equal number of participants (20) per organization from the Junior level and Middle level management. The total no of participants per organization in the Senior level management were 10, as the number of people at the top rung were few in number. This was a typical pattern that was observed as one moves up the hierarchy the pyramid tapers to fewer people managing business at the top.

6) **Procedure**

This research was very enriching indeed as the researcher got an insight into to how various organizations operate. It was an extremely challenging investigation since no such research has been conducted earlier in Mumbai. The concept of Mapping Motivators for each employee was fairly a novel idea which no organization had heard of.
or had even attempted to do. The researcher had to conduct this study in IT & ITeS organizations specifically.

Before administering the questionnaires, participants were informed about the objectives of the research and told that their participation is voluntary and that the identity of each employee would not be revealed. Following their consent, the questionnaire was completed individually. Completing the questionnaire took around ten to fifteen minutes.

The obtained data was analyzed by way of SPSS Statistical Package using appropriate statistics to analyze the obtained data. This included Mode from Descriptive Statistics and Chi-Square test from Inferential Statistics.