

A Study on Employee Motivation In Bharat Sanchar Nigam Limited (BSNL) Kumbakonam

M.Karthikeyan ¹, Dr.R.Prema ²

^{1,2}Dept of MBA

^{1,2} Anna University Regional Campus Coimbatore

I. INTRODUCTION

The efficiency of a person depends on two factors, the level of ability to do a certain work, secondly, the willingness to do work. So far as the first factor is concerned it can be acquired by education and training, but the second factor can be created the motivation. A person may have several needs and desires. It is only strongly felt needs which motives become, The motives are invisible and directed towards certain goals.

Motivates means the process which creates on inspiration in a person to motivation is derived from the word 'Motive' which means the latest power in a person which impels him to do a work is the process of steering a person's inner drives and actions towards certain goals and committing his energies to achieve these goals. It involve a chain reaction starting with felt needs, resulting in motives which give rise to tension which census action towards goals, It is the process of stimulating people to strive willingly towards the achievement of organizational goals motivation may be defined as the work a manager performs an order to Induce Subordinates to act on the desired manner by satisfying their needs desires. Thus motivation is concerned with how behaviour gets started, is energized, sustained and directed.

WHAT IS MOTIVATION?

The word motivation has been derived from motive which means any idea, need or emotion that prompts a man in a action. Whatever may be the behaviour of man, there is some stimulus behind it. Stimulus is dependent upon the motive of the person concerned. Motive can be Known by studying his needs and desires.

There is no universal theory that can explain the factors influencing motives which control mansbehaviour at any particular point of time. In general, the different motives operate at different times among different people and influence their behaviours. The process of motivation studies the motives of individuals which cause different type of behaviour.

Motivation is the core of management. Motivation is an effective instrument in the hands of the management in inspiring the work force. It is the major task of every manager to motivate his subordinate or to create the will to work among the subordinates. It should also be remembered that the worker may be immensely capable of doing some work, nothing can be achieved if he is not willing to work. Creation of a will to work is motivation in simple but true sense of term

Motivation is on important function which very manager performs for actuating the people to work for accomplishment of objectives of the organization. Issuance of well conceived instruction and orders does not mean that they will be followed. A manager has to make appropriate use of motivation to enthuse the employees to follow them. Effective motivation succeeds not only in having an order accepted but also in gaining a determination to see that it is executed efficiently and effectively.

According to Michael J. Jacius; Motivation is the act of stimulating some one or oneself to get a desired course of action or to push the right button to get a desired reaction.

According to Dalton E. Mcfarland. "The concept of motivation is mainly psychological. It related to those forces are many and keep on changing with time motives are invisible and directed towards certain goals.

II. REVIEW OF LITERATURE

A review literature can be interpreted as review of an abstract accomplishment. Different authors have pointed out their view of Employee Motivation. It will analyse with the present condition employee motivation in an organization. The literature will be in the form of these researcher sand academic studies.

1. **Zaidi, Farheen B; Abbas, Zahra.** In study was conducted in order to investigate the impact of reward on the motivational level of employees of telecommunication sector of Pakistan. The impact of two independent variables rewards are monetary

rewards and non-monetary rewards on the dependent variable motivation was studied.

2. A using a sample of 25 questionnaires were returned fully complete for this study. It was concluded that monetary rewards have greater impact on motivation of employees than the non-monetary rewards.

III. RESEARCH METHODOLOGY

The study was conducted among the employees 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 of data collection was used with a sample size of 26 employees. The responses of the employees were collected through questionnaires. Secondary data collected through the website of BSNL.

The present study is mainly based on Primary data collected from around 26 respondents from BSNL in Kumbakonam, Thanjavur District. These respondents were interviewed through a pretested, well structured schedule which was administered personally. convenient sampling method has been used. Five-point scale has been used for the purpose. Percentage analysis, ANOVA, Correlation, chi-square were used to analyze data.

3.2 RESEARCH DESIGN

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

3.3 OBJECTIVES OF THE STUDY

This study was undertaken in Bharat Sanchar Nigam Ltd. (BSNL) Whit the following objective.

- To identify the different ways in the organisation to motivate the employee.
- To find out the factors that affect the employee’s motivation provided by on organization.
- To know how motivation creates job satisfaction among the different cadres of employees.
- To examine the attitude of employees towards different financial and non-financial incentives provided by BSNL.

3.4 STATEMENT OF THE PROBLEM

BSNL is one of the biggest government sectors undertaking providing service to millions of people in telecommunication sector in India. The quality of service offered to the customers decides its future as there is fierce competition Posed by the private industry. The service offered by its employees depends on their level of motivation in their job. Higher the employee motivation better the service quality. Hence this study was undertaken to know what motivates these BSNL employees. What can be done better to improve their motivations.

3.5 SAMPLIE PERIOD

The period of research study contained 1 month from 18 March and 17 April, 2019

3.6 DATA COLLECTION METHOD

Researcher need to consider the sources on which to base and to confirm their research and findings, They have a choice between primary data and secondary data and the use of both, which is termed triangulation , or dual methodology. already

Primary data is the data collected by researcher themselves

1. Observations
2. Action research
3. Questionnaires

Secondary data sources are data that exists

1. Web information
2. Historical data and information

3.7 RESEARCH INSTRUMENTS

A questionnaire is a research instrument consisting of a series of questions (or other type of promotes) for the purpose of gathering information from respondents. The questionnaire was invented by the Statistical Society of London in 1838.

3.7 STATISTICAL TOOL

This part of study is mainly focused on verifying main objective of the study. Researcher used SIMPLE PERCENTAGE ANALYSIS using charts and tables, CHI SQUARE , CORRELATION and ONE WAY ANOVA as statistical tool for analysis of data.

SIMPLE PRECENTAGE ANALYSIS

Data collected are edited and coded by using the Tally bars. This helps in converting the gathered data into a tabulated grouped data. **Percentage Analysis** is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding.

$$\text{PERCENTAGE} = \frac{\text{NUMBER OF RESPONDENT}}{\text{TOTAL NUMBER RESPONDENTS}} \times 100$$

CHI SQUARE

A **chi square** statistic is a measurement of how expectations compare to results. The data used in calculating a **chi square** statistic must be random, raw, mutually exclusive, drawn from independent variables and drawn from a large enough sample. For example, the results of using a coin 26 times meets these criteria.

CORRELATION

It is the statistical measures of the linear relationship between a dependent variable and an independent variable. It is represented by the lower case letter ‘y’

ANALYSIS OF THE VARIANCE (ANOVA)

It is a collection of statistical models and their associated estimation procedures (such as the ‘variation’ among the between groups) used to analyse the differences among group means in a sample.

3.8 SCOPE OF THE STUDY

The study covers only employee working in BSNL Kumbakonam. The present study on employee motivation helps to get clear picture about the factors which motivates the employees. This in turn helps the management to formulate suitable policy to motivate the employees. Hence, the motivational level of the employees may also change.

The factors that motivate the employees may change with change in time because the needs of employees too change with change in time. So continuous monitoring and close observation of factors that motivate the employees is necessary to maintain a competent work force. Only with a competent work force an organization can achieve its objective. Moreover, Human resource is the most valuable asset to any organization. A further study with in depth analysis to know to what extent these factors motivate the employees is required.

3.9 LIMITATION OF THE STUDY

A few limitations and constraints came in way of conducting the present study under which the researcher had to work are as follows:

- The data was collected through questionnaire. The responds from the respondents may not be accurate.
- The sample taken for the study was only 26 results drawn may not be accurate.
- Since the organisation has strict control, it acts as another barrier for getting data.
- Another difficulty was very limited time –span of the project.

CHI SQUARE TEST-I

AGE*GENDER

- **Null hypothesis HO:** There is no relationship between age and the respondents perception towards to enhance ‘employee motivation’
- **Alternative hypothesis H1:** There is a relationship between age and the respondents perception towards the statement to enhance ‘employee motivation’

• **Chi Square Test Analysis Table**

	AGE	AGE	AGE	AGE	
GENDER	20 - 29	30 - 39	40 - 49	50 - ABOVE	TOTAL
MALE	2	4	3	8	17
FEMALE	0	1	1	7	9
TOTAL	2	5	4	15	26

Calculated Value of $\chi^2 = 2.63$

Group	Observed frequency	Expected frequency	O-E	(O-E) ²	(O-E) ² /E
Aa	2	1.3	0.7	0.49	0.37
Ab	4	3.26	0.74	0.54	0.16
Ac	3	2.61	0.39	0.15	0.05
Ad	8	9.8	-1.8	3.24	0.33
Ba	0	0.69	-0.69	0.47	0.68
Bb	1	1.73	-0.73	0.53	0.3
Bc	1	1.38	-0.38	0.14	0.1
Bd	7	5.19	1.81	3.27	0.63
					2.63

Conclusion

Calculated value of chi square is more than the table value. So the null hypothesis is rejected, alternative hypothesis is accepted. Hence it is concluded that there is a significant relationship between age and respondents perception recording the employee motivation.

TABLE 4.25

	Rate statement	Award for progress
Person Correlation Co-efficient (r)	1	
Sig (2-tailed)	0.754735085	1
N	26	26

CORRELATION

Correlation between Rate statement and Award for progress of the company

Hypothesis

- **Alternate hypothesis (H1)** : There is significant correlation between Rate statement and Employee motivation award for progress of the company
- **Null hypothesis (HO)** : There is no significant correlation between Rate statement and Employee motivation award for progress of the company

CORRELATION TEST ANALYSIS TABLE

Educational		Nature of job	
SSLC	2	HR	6
HSC	7	Accounts	10
UG	10	Marketing	1
PG	7	Technical	7
		Others	2

TABLE 4.26

Rate statement		Award progress	
Strongly agree	7	Normal	4
Agree	17	Good	11
Neutral	2	Very good	7
		Excellent	4
Total	26		26

ONE-WAY ANOVA

- **Relationship between educational qualification and the Nature of job Hypothesis**

- **Alternate hypothesis (H1)** : There is a significant Educational qualification and the Nature of job Employee motivation
- **Null hypothesis (HO)** :There is no significant Educational qualification and the Nature of job Employee motivation

ANOVE TEST ANALYSIS TABLE

Anova: Single Factor							
SUMMARY							
Groups	Count	Sum	Average	Variance			
Educational qualification	26	74	2.846154	0.855384615			
Nature of job	26	67	2.576923	1.773846154			
ANOVA							
Source of Variation	SS	df	MS	F	P-value	F crit	
Between Groups	0.942308	1	0.942308	0.716793446	0.401232	4.03431	
Within Groups	65.73077	50	1.314615				
Total	66.67308	51					

V. FINDINGS, SUGGESTION & CONCLUSION

5.1 FINDINGS

- Most of the employees are in the age group 50 & above.
- Most of the employees are male.
- Most of the employees are Skill development increase are 12% of the respondents normal, 53% of the respondents specified good, 23% of the respondents specified very good, 12% of the respondents specified excellent. According to this analysis most of the employees specified good.
- Social facilities are 62% of the respondents specified important, 23% of the respondents specified more important, 15% of the respondents specified most important, According to this analysis most of employees specified important.
- Compensated of your service are 97% of the respondents specified yes, 3% of the respondents specified no, According to this analysis most of the employees specified yes.
- Employee award for progress are 16% of the respondents normal, 42% of the respondents specified good, 26% of the respondents specified very good, 16% of the respondents specified excellent. According to this analysis most of the employees specified good.
- Like best is you work place are 47% of the respondents people and work environment, 3% of the respondents specified style of management, 24% of the respondents specified challenging and existing job, 26% of the respondents specified flexibility. According to this analysis most of the employees specified people and work environment.
- Satisfied with the support HR department are 50% of the respondents specified satisfied, 35% of the respondents

specified more satisfied, 15% of the respondents specified most satisfied, According to this analysis most of employees specified satisfied.

- Company provide opportunities are 65% of the respondents specified yes, 12% of the respondents specified no, 23% of the respondents specified occasionally, According to this analysis most of employees specified yes.
- Management give opportunities are 81% of the respondents specified yes, 3% of the respondents specified no, 16% of the respondents specified occasionally, According to this analysis most of employees specified yes.
- Co-employees at work place are 35% of the respondents specified satisfied, 30% of the respondents specified more satisfied, 35% of the respondents specified most satisfied, According to this analysis most of employees specified same 2 satisfied and most satisfied.
- What factors motives you at work place are 26% of the respondents job profile, 8% of the respondents specified company policy, 66% of the respondents specified work environment, 0% of the respondents specified others. According to this analysis most of the employees specified work environment.
- Good relation with the co-workers are 35% of the respondents specified satisfied, 39% of the respondents specified more satisfied, 26% of the respondents specified most satisfied, According to this analysis most of employees specified more satisfied.
- Recognizes the work done by me are 46% of the respondents strongly agree, 54% of the respondents specified agree, 0% of the respondents specified neutral. According to this analysis most of the employees specified agree.
- Enjoy to work every day and performing at your best are 26% of the respondents specified yes, 0% of the respondents specified no, According to this analysis most of the employees specified yes.
- Work in a safe, healthy, comfortable are 12% of the respondents strongly agree, 50% of the respondents specified agree, 3% of the respondents specified neutral. According to this analysis most of the employees specified agree.
- Participation growth of the company are 26% of the respondents specified fully, 0% of the respondents specified partially, 0% of the respondents specified occasionally. According to this analysis most of the employees fully.
- Calculated value of chi square is more than the table value 2.63 So the null hypothesis is rejected, alternative hypothesis is accepted. Hence it is concluded that there is

a significant relationship between age and respondents perception recording the employee motivation

- There is significance correlation relationship between Rate statement and Award progress of company.
- There is significance ANOVA relationship between educational qualification and nature of job.

5.2 SUGGESTION

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 adopt good motivational techniques in the organisations for their employees.

5.3 CONCLUSION

The motivated employees are the Top management 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 welfare facilities, incentives. In potential knowledge, award progress, work place, webinar, seminar, salaries and wages, safe, healthy, growth of the company.

REFERENCES

- [1] T.N. Chhabra, "Human Resource Management Concepts and Issues, DhanpatRai and company", (610-625).
- [2] Herberg, F. Mausner, B & Snyderman, B. (1969) "The motivation to work", John Wiley and Sons, New York.
- [3] L.M. Prasad," Human Resource Management, Sultan Chand and Sons", (475-493).
- [4] Ryan, R., and Edward L. Deci. "Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions." Contemporary Educational Psychology 25.1 (2000): 54-67.
- [5] S.Seetharaman, B.Venkateshwara Prasad, Scitech Publications (India) Private Limited,(19.10-19.24).
- [6] ShashiK.Gupta, Rosy Joshi, "Human Resource Management", Kalyani Publishers, (19.1-19.21).
- [7] Elizabeth BoyeKuranchie-Mensah and KwesiAmponsah-Tawiah (2016), "Employee motivation and work performance: A comparative study of Mining companies in Ghana", Journal of Industrial Engineering and Management, vol. 9, no: 2, Pg: 255-309.
- [8] Hackman, J.R., & Oldham, G.R. (1980). Work redesign. Readings, MA: Addison-Wesley.

- [9] Hafiza, S.N., Shah, S.S., Jamsheed, H., & Zaman, K. (2011), "Relationship between rewards and employee's motivation in the non-profit organizations of Pakistan", Business Intelligence Journal, vol. 4, no: 2, Pg: 327-329, ISSN: 2013-8423.
- [10] IoanMoiseAchim, Larisa Dragolea and George Balan (2013), "The importance of employee motivation to increase organisational performance", AnnalesUniversitatisApulensis Series Oeconomica, vol.15, no: 2, Pg: 685 – 691.
- [11] NaimIsmajli, JusufZekiri, ErmiraQosja and Ibrahim Krasniqi. (2015), "The importance of motivational factors on Employee performance at Kosovo Municipalities", Journal of Political Sciences Public Affairs, DOI: 10.4172/2332-0761.1000152.
- [12] Muogbo U.S (2013), "The influence of motivation on employee's performance: A study on selected firms in Anambra state", The International Journal of Engineering and Science, Vol. 2 no. 7, Pg: 70 – 80, ISSN (p): 2319 – 1805.
- [13] RajeswariDevadass (2011), "Employee motivation in organizations: An integrative literature review", International Conference on Sociality and Economics Development IACSIT Press, Singapore IPEDR, Vol.10, no.2, Pg: 560 – 570.
- [14] Stephen A. Furlich, (2016), "Understanding employee motivation through Managerial communication through Expectancy-valence theory", Journal of Integrated Social Sciences, Vol. 6, no: 1, Pg: 17-37.
- [15] www.bsnl.com
- [16] www.google.com