

“A STUDY ON MOTIVATION PRACTICES AT MAHINDRA & MAHINDRA LTD.”

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ABSTRACT

Employee Motivation is the end feeling of a person after performing a task to the extent that a person's job fulfils his dominant needs and is consistent with his expectations and values, the job will be satisfying. The feeling would be positive or negative depending upon whether need is satisfied or not. The present study on Employee Motivation is based on the basis of information gathered from Mahindra & Mahindra Ltd. Closed ended questionnaire was framed, personal observation and discussion with the HR to know the views of employee about Employee Motivation adopted by Mahindra & Mahindra Ltd. A experience survey of 120 employees was done to meet my objective in different blocks of Mahindra & Mahindra Ltd.

INTRODUCTION OF THE STUDY

Employees are your most valuable asset and the business is only as successful as those who work there. If you consider that performance is dependent on skill and motivation, it is in your business' best interests to make your people as highly skilled and motivated as possible.

Employee motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. A strong positive motivation will enable the increased output of employees but a negative motivation will reduce their performance. A key element in personnel management is motivation. Staff who are motivated work harder and more effectively during their official working hours by finishing the task in hand and discussing projects with colleagues. Outside work, they proactively look for opportunities for their business and make time to learn and develop themselves, saving their employer time and money.

It goes without saying that motivated and proactive employees are likely to talk positively about their work and are great, free, for the business. Motivation also leads to staff retention which immediately reduces costs and enables a business to retain its knowledge and skills.

Employee motivation is a critical aspect at the workplace which leads to the performance of the department and even the company. Motivating your employees needs to be a regular routine. There are several reasons why employee motivation is important. Mainly because it allows management to meet the company's goals. Without a motivated workplace, companies could be placed in a very risky position.

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Competing theories stress either incentives or employee involvement (empowerment).

Employee motivation can sometimes be particularly problematic for small businesses. The owner has often spent years building a company hands-on and therefore finds it difficult to delegate meaningful responsibilities to others. But entrepreneurs should be mindful of such pitfalls: the effects of low employee motivation on small businesses can be harmful. Such problems include complacency, disinterest, even widespread discouragement. Such attitudes can cumulate into crises.

Motivated employees can lead to increased productivity and allow an organisation to achieve higher levels of output. Imagine having an employee who is not motivated at work. They will probably use the time at their desk surfing the internet for personal pleasure or even looking for another job. This is a waste of your time and resources.

Definition

According to Likert, "It is the core of management which shows that every human being gives him a sense of worth in face-to face groups which are most important to him....A supervisor should strive to treat individuals with dignity and a recognition of their personal worth."

"Motivation refers to degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and locus of the forces, including the degree of readiness.

LITERATURE SURVEY

Kathleen, (1996) quoted a teacher: "The harder you work the less you are appreciated by some people. There is nothing to be proud of. I don't tell people that am a teacher" A teacher with such views will not carry out his or her duties effectively to produce good results.

Deci et al. (1999) observed, "intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviours such as play, exploration, and challenge seeking that people often do for external rewards".

Deci et al.(1999) Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation.

Ashmos and Duchon (2000) recognizes that employees have both a mind and a spirit and seek to find meaning and purpose in their work, and an aspiration to be part of a community, hence making their jobs worthwhile and motivating them to do at a high level with a view to personal and social development.

Broussard and Garrison (2004) define motivation as "the attribute that moves us to do or not to do something". Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure.

Den and Verburg (2004) found the impact of high performing work systems, also called human resource practices, on perceptual measures of firm performance.

Garg and Rastogi (2006) identified the key issues of job design research and practice to motivate employees' performance and concluded that a dynamic managerial learning framework is required to enhance employees' performance to meet global challenges.

Dysvik and Kuvaas (2010) concluded that intrinsic motivation was the strongest predictor of turnover intention and relationship between mastery-approach goals and turnover intention was only positive for employees, low in intrinsic motivation. The only thing organization needs to do is to give employees with ample resources and platform to do.

Barney and Steven Elias (2010) found that with extrinsic motivation there exist a significant interaction between job stress, flex time, and country of residence. Leaders know that at the heart of every productive and successful business lies a thriving organizational culture and hardworking people collaborate passionately to produce great results.

Vuori and Okkonen (2012) stated that motivation helps to share knowledge through an intraorganizational social media platform which can help the organization to reach its goals.

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.

OBJECTIVE OF THE STUDY

- To study the relation of the employee with the management.
- To find the motivation level of the employees.
- To study the determinants used for motivations in company.

LIMITATION OF THE STUDY

Time was one of the main constrains. It was carried out in a short span of time. Reaching out to the right person in the company was a little difficult task. The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can't be assured.

RESEARCH METHODOLOGY

The proposed study was based on primary and secondary data. In this study survey methodology was used with the questionnaire method where it was done in three way E-mail, Personal interaction and google docs. Simultaneously secondary data will be used from published reports and related literature.

DATA ANALYSIS AND INTERPRETATION

Descriptive Statistics			
	N	Mean	Std. Deviation
Complication Resolved	120	1.4500	0.69633

- The data suggest that the mean of employees Complication resolved is 1.4500 and standard deviation is 0.69633

Descriptive Statistics			
	N	Mean	Std. Deviation
Satisfied with the pay	120	1.7000	0.64300

- The data suggest that the mean of satisfied employees with the pay is 1.7000 and standard deviation is 0.64300

Descriptive Statistics			
	N	Mean	Std. Deviation
Welfare facilities given by the organization	120	1.4333	.61812

- The data suggest that the mean of welfare facilities given by the organization is 1.4333 and standard deviation is 0.1812

Descriptive Statistics			
	N	Mean	Std. Deviation
Relationship with the management	120	1.5333	.80891

- The data suggest that the mean of Relationship with the management is 1.5333 and standard deviation is 0.80891

Descriptive Statistics			
	N	Mean	Std. Deviation
Organisation Satisfied motivational needs	120	1.6667	.91057

- The data suggest the mean of organization Satisfied motivational needs is 1.6667 and standard deviation is 0.91057.

Descriptive Statistics			
	N	Mean	Std. Deviation
Activities in the organization which motivates employees	120	2.6667	.65251

- The data suggest that the mean of Activities in the organization which motivates employees is 2.6667 and standard deviation is 0.65251.

Descriptive Statistics			
	N	Mean	Std. Deviation
Employees satisfied with performance appraisal method	120	2.0500	.44627

- The data suggest that the mean of employees satisfied with performance appraisal method is 2.0500 and standard deviation is 0.44627

CONCLUSION

Motivation is an important concept that has been receiving considerable attention from academicians, researchers and practicing HR managers. In its essence, motivation comprises important elements such as the need or content, search and choice of strategies, goal-directed behaviour, social comparison of rewards reinforcement, and performance-satisfaction. The increasing attention paid towards motivation is justified because of several reasons. Motivated employees come out with new ways of doing jobs. They are quality oriented. They are more productive. Any technology needs motivated employees to adopt it successfully. Several approaches to motivation are available. Early theories are too simplistic in their approach towards motivation. For example, advocates of scientific Management believe that money is the motivating factor. The Human Relations Movement posits that social contacts will motivate workers. knowledge about the theories of motivation will not help manager their subordinates. They need to have certain techniques that help them change the behavior of employees. One such technique is reward. Reward, particularly money, is a motivator according to need-based and process theories of motivation. For the behavioural scientists, however, money is not important as a motivator. Whatever may be the arguments, it can be stated that money can influence some people in certain circumstance. Being an outgrowth of Herzberg's, two factor theory of motivation, job enrichment is considered to be a powerful motivator. An enriched job has added responsibilities. The makes the job interesting and rewarding. Job enlargement refers to adding a few more task elements horizontally. Task variety helps motivate job holders. Job rotation involves shifting an incumbent

from one job to another. This reduces boredom and disinter rest. OB Mod uses the reinforcement principle of B.F. skinner to give the management a powerful technique to change employee behaviour. Several reputed organizations in a America have used OB Mod programmes successfully to achieve positive results.

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