

An Analysis of Exploring Workplace Motivational Needs: A Study with reference to Bharat Sanchar Nigam Ltd (BSNL), Rajasthan

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Abstract: 'Motivation' gives positive energy to the employees at workplace. It works as vitamin on employees' productivity. Employees who are motivated and energetic at workplace give better result and productivity. The present study focuses on the exploring motivational need at workplace with specially reference to Bharat Sanchar Nigam Ltd (BSNL), Rajasthan. The objective of the study is to find out the most effective motivational factors, needed to the employees of BSNL. There are thirty motivational factors has been taken into consideration on the sample size of 100 respondents. The study concluded that eight factors: organizational goodwill, medical facility, motivational task, retirement benefits, trainings, insurance, promotions and financial rewards, tested by using KMO and Bartlett's Test.

Keywords: Motivation, workplace, BSNL.

Introduction

Motivation is "psychological process" (Ilgen and Klein, 1988), those employees that are crucial in determining the effectiveness of workplace are almost voluntarily motivated behavior (Lawler, 1973). The quality of workplace requirements of Bharat Sanchar Nigam Limited (BSNL) has become one of the most important issues. Employees are the force that is behind every successful organization. No organization can be successful only on the basis of technology, workforce (human) being play a strong role in driving the technique equipments. This value-based process is aimed at meeting the dual goals of increased effectiveness of an organization and improving the quality of life at work for employees. The employees' motivation varies on different factor. These factors are the reasons for performing a certain behavior. However, the level of motivation within the workplace has a direct impact on employee productivity. The workers who are motivated and enthusiastic about their jobs fulfill their responsibilities to the best of their ability and result in an increase in production numbers. The workplace uses several types of incentives to motivate to the employees and increase their productivity. The main motivational factors are variety of payouts, bonuses, cash and travel allowances, medical facility, insurance, rewards, promotions, appreciations etc. Quality of work life makes employees and an employer realize the essence of the human dimension in an organization and helps to reintroduce provisions related to quality improvement at the workplace.

Bharat Sanchar Nigam Limited (BSNL):

Bharat Sanchar Nigam Limited (BSNL) is one of the largest Indian cellular service providers. It has more than 83.6 million subscribers as of January 2017, and the largest landline telephone provider in India. BSNL is one of the popular telecommunication company in Indian telecomm market. It is a sister concern of Mahanagar Telephone Nigam Limited (MTNL). As far as MTNL, it provides services in Mumbai and New Delhi. To sustain the continuous growth of the company, the company need to retain employees with their needs. In this aspect, BSNL is constantly working to enhance their efficiency and capability of employees, focusing on the motivational factors affecting at workplace. The present study focuses on the factors affecting the needs of employees to the BSNL employees in Rajasthan state.

Objective

- To identify the factors affecting motivational needs at workplace.
- To find out the most affecting motivational factors at BSNL.
- To provide ranks of motivational at workplace needs of BSNL

- To recommend improvement of motivational aspects in organization.

Literature Review

Anand (2013) examined facilities as employees' QWL program regarding their QWL regarding fair compensation, safe and healthy working conditions, increase of satisfaction among employees with various job related aspects and opportunity for advancement safety. The study considered six key factors such as material wages and salaries, rewards for talent and hard work, safe and healthy environments, good working conditions, good interpersonal relationships, exaggeration and helpfulness to measure QWL and job satisfaction.

Stephen A. Furlich, (2016) The study found that the majority of VTPS employees are satisfied with salaries and salaries, but dissatisfied with the reward system and working conditions. The study concluded that organizations should optimize their employee wellbeing as a business strategy in order to maintain a good QWL and job satisfaction.

Balachander et al. (2013) An attempt to analyze the relationship between personal factors and quality of work life. The study identified employee responsibilities, felt confident in empowerment maturity, treated each other with respect, treated employees appropriately, personal compensation was satisfactory, rewards system was fair and equitable. The study concluded that all items strongly influenced employees' QWL.

Ismaili et al. (2015) identified that the factors motivating employees as human resources in local government serve as a basis for increasing service quality. They found that workers' salaries, occupational advancement and promotion opportunities are one of the most important factors of motivation. The study revealed that the other important factor is the objective evaluation of work status, as well as evaluation and performance measurement.

Research Methodology:

- **Data Collection:** The data was collected through questionnaire. The study is based on file survey data (Primary data). The secondary data was collected through various research study, websites, annual program reports of the selected company and books.
- **Sampling Size:** 100 respondents were selected after considering time and cost.
- **Sampling method:** Convenience method of sampling was used to collect the data from the employees.
- **Tools of analysis:** Mean, KMO test, Chi- Square Test and ANONVA.

Table 1 : Demographical Data Analysis:

S. No	Demographic Variables	No. of Respondents	Percentage	
1	Age (yrs)	Up to 30 years	12	12
		31-40 years	16	16
		41-50 years	22	22
		Above 50 years	50	50
2	Gender	Male	84	84
		Female	16	16
3	Educational Qualification	School level	42	42
		Diploma	20	20
		Graduate	14	14
		Engineering graduate	24	24
4	Designation	Junior engineers	20	20
		Telecom technicians	50	50
		Telecom operating assistant	30	30

5	Marital Status	Married	90	90
		Unmarried	10	10
6	Monthly Income	Up to 35,000	20	20
		35,001- 45,000	16	16
		45,001- 55,000	30	30
		Above 55,000	24	24
		1-3 members	62	62
7	Number of dependents	3-5 members	30	30
		Above 5 members	8	8
		Below 10 years	4	4
8	Working experience	11-15 years	12	12
		16 -20 years	20	20
		Above 20 years	64	64
9	Residential Area	Urban	14	14
		Semi-Urban	64	64
10	Nature of Appointment	Rural	22	22
		Regular	20	20
		Temporary	80	80

Table 1 illustrates the demographical data of respondents. It depicts that 50 percent of the respondents are below 50 years and 50% are 50 years and above. The gender wise respondents' shows that 84 % of the respondents fall in the male category, only 16% are female. However, education wise respondents are: 42% fall under the school level, 20% are diploma holders, 14% are graduate and remaining are engineering degree holders.

, 50 % of the respondents were telecom technicians, 90 % of the respondents are married, 30 % of the respondents have a monthly income of Rs 45,001-55,000, 62 % of the respondents have 1-3 members in their family, 64 Ist experience of respondents to the work falls into the category of up to 15. Years and 64 % of respondents belong to urban areas, 80 % of respondents were temporary in nature.

Table 2 : Organizational Commitment Factors Considered With Motivational At Work Place Needs of BSNL

Organizational commitment	QWL Factors					Total
	SA	A	N	DA	SDA	
Affective commitment	18	16	14	2	-	50
Continuous commitment	-	2	-	4	4	10
Normative commitment	14	12	6	4	4	40
Total	32	30	20	10	8	

Source: Primary Data

Table 3

Degree of freedom	Level of Significance	Table value	Calculated value	significance
12	5 %	7.84	13.55	Rejected

Since the calculated value of chi-square is high than the table value the null hypothesis is rejected. Hence it is concluded that there is significant relationship between organizational commitment and Motivational at Work Place Needs of BSNL factors of employees.

Table 4 Monthly Income Considered With Motivational At Work Place Needs of BSNL

Monthly salary	Work Place (BSNL)					Total
	SA	A	N	DA	SDA	
Up to 35,000	8	10	2	-	-	20
Rs.35,001-Rs.45,000	6	6	2	2	-	16
Rs.45,001-Rs.55,000	12	16	8	4	-	40
Above 55,000	10	10	2	2	-	24
Total	36	42	14	8	-	100

Source: Primary Data

Table 5

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.488
Bartlett's Test of Sphericity	Approx. Chi-Square	925.663
	Df	190
	Sig.	.000

The K.M.O value of 0.488 suggests that the condition is "good" for further tests performed by SPSS, with 8 factors retaining factors with eigenvalues depending on the saffron criterion is greater than 1. The Kaiser criterion is true when there are less than 30 variables and the similarities after extraction are greater than Zero. For these data, there are 8 variables and the average similarity is 0.75675, so the eight factors are warranted to be extracted.

Table 6

Communalities		
	Initial	Extraction
Salary And Wages	1.000	.733
Bonus	1.000	.767
Medical Reimbursements	1.000	.762
Insurances	1.000	.764
Housing Facilities	1.000	.815
Retirement Benefits	1.000	.812
Setting Work Related Goals	1.000	.732
Good Relationship With Co Workers	1.000	.669
Work Participation In Management	1.000	.689
Effective Promotional Activities	1.000	.768
Safety Measures	1.000	.824
Organizational Recognition	1.000	.769
Acknowledgement	1.000	.677
Leaves	1.000	.766
Motivational Task	1.000	.610
Work Environment	1.000	.808
Training Methods	1.000	.767

Competition	1.000	.815
Job Security Exists In The Organization	1.000	.714
Satisfied Highly With MotivationalFactors	1.000	.755
Extraction Method: Principal Component Analysis.		

Table 7

Component Matrix^x								
	Component							
	1	2	3	4	5	6	7	8
Salary And Wages	.660	-.037	.006	-.327	-.228	.200	-.138	.277
Bonus	-.538	-.504	.396	.006	-.247	.048	-.015	-.047
Medical Reimbursements	-.261	.036	.651	.423	-.269	-.152	-.080	-.010
Insurances	-.093	-.184	.343	-.304	.318	-.128	.633	.071
Housing Facilities	-.451	.175	-.608	.223	.310	-.175	.030	.154
Retirement Benefits	-.595	-.014	.117	-.210	.428	.264	.036	-.387
Medical Reimbursements	.001	.389	-.218	.422	-.252	-.074	.112	-.521
Good Relationship With Co Workers	.464	.574	.010	.024	.227	.158	.201	-.094
Work Participation In Management	.243	.582	.269	-.430	.099	-.129	.041	.023
Effective Promotional Activities	-.365	.217	.413	-.048	.280	-.246	-.256	.455
Safety Measures	.447	-.426	-.470	.151	.012	-.388	.026	.215
Organizational Recognition	-.090	.757	-.044	-.165	-.310	-.048	.183	.203
Acknowledgement	-.608	-.028	-.398	-.135	-.091	.089	.321	.006
Leaves	.378	-.488	-.105	-.146	-.056	-.544	.134	-.161
Motivational Taks	.148	.497	.062	.537	-.006	-.142	.037	.126
Work Environment	.364	-.181	-.089	.338	.111	.371	.547	.258
Training Methods	-.402	-.035	-.508	-.090	-.080	.442	-.305	.218
Competition	.291	-.247	.298	.526	.456	.267	-.122	.086
Job Security Exists In The Organization	.466	.110	-.185	-.142	.456	-.131	-.369	-.269
Others (Financial Rewards) MotivationalFactors	.712	-.124	.149	-.114	-.202	.368	-.017	-.142
Extraction Method: Principal Component Analysis.								

Eight factors have extracted and based on the criterion that only factors with eigenvalues of 1 or more should be extracted. The percentage factors were taken out together according to the 5.4% of the total column explained in the cumulative percentage of variance.

- Component 1 leads to: others motivationalfactors (712)
- Component 2 leads to: Organization recognition (757)
- Component 3 leads to: Medical reimbursements(651)
- Component 4 leads to: Motivation tasks (537)
- Component 5 leads to: Retirement benefits (428)
- Component 6 leads to: Training methods (442)
- Component 7 leads to: Insurances (633)
- Component 8 leads to: Effective promotional activities (455)

Table 8 ANOVA

Source of Variance	Sum of Square	Degree of Freedom	Mean of Square	5% level of significance		Signature
				Calculated value	Table value	
Between Sample	52.23	5	10.45	6.12	3.06	Rejected
Within Sample	28.48	16	1.78			
Total	80.71	21				

Since the calculated value of ANOVA is higher than the table value, the null hypothesis is rejected. Hence it is concluded that there is significant relationship between factors influencing Motivational at Work Place Needs of BSNL and income level of the BSNL employees.

Table 9 : CHI SQUARE TEST

S.no	Factors	p-value	Df	Chi-square
1	Gender			
	Insurances	13.374	3	0.005
	Motivational Tasks	21.577	3	0.000
	Leaves	14.626	3	0.003
	Good Relationship With Co-Workers	23.178	3	0.000
	Retirement Benefits	23.778	9	0.005
	Setting Work Related Goals	26.664	3	0.000
2	Age (In Years)			
	Salary And Wages	14.232 ^x	3	.003
	Bonus	57.933 ^x	9	.000
	Medical Reimbursements	30.118 ^x	6	.000
	Setting Work Related Goals	26.565 ^x	3	.000
	Good Relationship With Co Workers	22.188 ^x	3	.000
	Effective Promotional Activities	17.233 ^x	3	.001
	Leaves	13.606 ^x	3	.003
	Motivational Tasks	20.567 ^x	3	.000
3	Marital Status			
	Salary And Wages	29.199 ^x	1	.000
	Bonus	17.386 ^x	3	.001
	Good Relationship With Co Workers	22.436 ^x	3	.000
	Work Participation In Management	21.512 ^x	3	.000
	Effective Promotional Activities	26.326 ^x	3	.000
	Satisfied Highly With Motivational Factors	14.367 ^x	2	.001
4	Employee status			
	Retirement Benefits	38.755 ^x	3	.000

	Setting Work Related Goals	16.668 ^x	3	.001
	Safety Measures	14.795 ^x	3	.002
	Acknowledgement	30.724 ^x	3	.000
	Motivational Tasks	28.189 ^x	3	.000
	Work Environment	14.168 ^x	2	.001
	Competition	13.552 ^x	3	.004
	Satisfied Highly Motivational Tasks	14.016 ^x	2	.001
5	Work experience			
	Retirement Benefits	48.879 ^x	9	.000
	Good Relationship With Co-Workers	40.399 ^x	9	.000
	Effective Promotional Activities	40.994 ^x	9	.000
	Safety Measures	56.385 ^x	9	.000
	Organizational Recognition	57.444 ^x	9	.000
	Job Security	19.169 ^x	6	.004
6	Designation			
	Salary And Wages	18.404 ^x	3	.000
	Bonus	26.224 ^x	9	.002

The above table shows that the p-value is less than 0.05. Hence the null hypothesis is rejected and an alternative hypothesis is accepted. Therefore we can say that there is no correlation between demographic factors and various aspects related to employee motivation. It states that employee motivation is the same regardless of age, gender, marital status, employee status, work experience, and designation.

Suggestions

Authentic effective and lasting organizational improvement can only occur when change happens at the system level and Employee satisfaction and the quality of work life directly increasing organizations ability to properly serve its customers. Employee empowerment can be provided to employees in achieving high employee satisfaction and motivation. Effective promotional activities can be provided to improve employee morale, thereby achieving desired unity and concern for the employee along with HR cost reduction. Gratitude can be provided to an employee that refers to the process of identifying and fulfilling an employee's career objective through a systematic method of skill identification assessment and development. The company needs to focus on providing motivational things to the employees irrespective of their age, gender, position, employment status, marital status and work experience as it creates more dedication and support from the management to the employees.

Conclusion

The study analysis almost thirty factors of the motivational needs at workplace. It is observed that eight factors are most effectively affecting employees' motivation. These eight factors are organizational goodwill, medical facility, motivational task, retirement benefits, trainings, insurance, promotions and financial rewards. From the above study, it is concluded that institutional reputation, family medical facility are most important factors among the employees. Therefore, management should focus on the above eight factors to increase the productivity of the organization as well as the profitability of the company.

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