



A STUDY ON PERCEPTION OF EMPLOYEE MOTIVATION AT HDFC BANK

D.Mahesh Swamy

MBA Student,,TKR College of Engineering and Technology, Hyderabad.

Abstract

Employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). This study found employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993).

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra, 1979). Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.

According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self- actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygienes (Herzberg, Mausner, & Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

Key words: Employee Motivation.

Introduction

Motivation

Motivation refers to the drive and efforts to satisfy a want or goal. Once the employee has been Selected and Trained, he is then Motivated towards to perform to his level best in the work environment. Motivation is the step where the management finds out how effective it has been at hiring the Trainers.

Importance and Purpose

People who are committed to achieving organizational objectives generally outperform those who are not committed. Those who are intrinsically rewarded by accomplishments in the workplace are satisfied with their jobs and are individuals with high self-esteem. Therefore, an important part of management is to help make work more satisfying and rewarding for employees and to keep employee motivation consistent with organizational objectives. With the diversity of contemporary workplaces, this is a complex task. Many factors, including the influences of different cultures, affect what people value and what is rewarding to them.

From a manager's perspective, it is important to understand what prompts people, what influences them, and why they persist in particular actions like retaining good staff and to encourage them to give of their best while at work requires attention to the financial and psychological and even physiological rewards offered by the organization as a continuous exercise. Basic financial rewards and conditions of service (e.g. working hours per week) are determined externally (by national bargaining or government minimum wage legislation) in many occupations but as much as 50 per cent of the gross pay of manual workers is often the result of local negotiations and details (e.g. which particular hours shall be worked) of conditions of service are often more important than the basics. Hence there is scope for financial and other motivations to be used at local levels.



Literature review

ARTICLE: 1

Title: Inspiring Employees through CSR: Lessons from a Gambling Giant

Author(s): [Jessalynn Strauss](#) ,

Book/Volume:

Editor(s): Donnalyn Pompper **ISBN:** 978-1-78714-586-3 **eISBN:** 978-1-78714-585-6

Abstract:

This chapter uses a case study approach to examine an innovative corporate social responsibility (CSR) program designed to engage and motivate employees. MGM Resorts International, one of the largest casino gaming corporations, debuted the “Inspiring Our World” program in 2012 and continues to use it as a guide for the company’s CSR efforts. This chapter looks specifically at the program’s internal efforts to involve employees in CSR actions and considers how a program of this sort can benefit the corporation via employee engagement. It also discusses the important role that HR managers can take in facilitating such a program to ensure it has the best chance at success.

Article: 2

Title: How much employee motivation is desirable?

Author(s):

Abstract:

Following the article in our March issue where PA Management Consultants examined a new approach to employee motivation, Dr. Philip Grant asks another question How much employee motivation is desirable? Employee motivation can be too high — costing an organization more than it is worth and actually leading to output decline. Dr. Grant is a management consultant and the Head of the Department of Business Administration at Husson College in Bangor, Maine.

Objective of the study

- To create and utilize an able and motivated work force, to accomplish the basic organizational goals.
- To establish and maintain sound organizational structure and desirable working relationships among all the members of the organization.

Research methodology

Sampling Design

- The method of sampling used was random sampling. The respondents were chosen at random due to busyness and non-availability of the employees.
- The aim of the study was to cover employees at all hierarchy level. Therefore, the sample of the respondents was chosen at each level of the hierarchy in all the departments and services.
- The sample size was taken as 100.
- The sample design included the respondents from head level to the lower division clerk (LDC); so that the parameters for the study are generalized for all the levels in the Organization.

1. Employees in your organization fully motivated at work place.

S.NO.	Options	No.of respond	Percentage of respondents
1.	Yes	82	82%
2.	No	18	18%
3.	total	100	100%



2. Organization spends enough time for employees.

S.NO.	Options	No.of respondents	Percentage of respondents
1.	Yes	84	84%
2.	No	16	16%
3.	total	100	100%

3. Which of the following actions by Manager’s motivate you?

S.NO.	Options	No.of respondents	Percentage of respondents
1.	Continuous instruction	38	38%
2.	Do as you like	62	62%
3.	total	100	100%

Suggestions and findings

- Rewards should be given to employees exhibiting outstanding performances.
- The Managers should give importance to the merit rather than Seniority to motivate young employees.
- Employees at HDFC Bank. India are very optimistic about their future with the company.
- This is a good sign for limited turnover expectations by the company.

Conclusion

From the study conducted, the following conclusions can be made The main resource of HDFC, Human Resource is not used to the extent it should be. HDFC is having a good blend of executives who are able to motivate the employees in achieving the Organizational goals.

But.....

There is no simple answer to the question of how to motivate people. Can money motivate? Yes, but money alone is not enough, though it does help. We have discussed some of the pertinent theories bearing on human motivation and this is balanced by some of the practical factors which can lead to excellence. Human resource remains the focal point and leadership the critical component, and motivation has to be 'tailored' to each individual.

References

Web Sites

1. www.hdfcinsurance.co2
2. m www.google.co.in