



Employee Motivational Skills in TSRTC – A Case Study Of Warangal

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Abstract: *This Research shows that a motivated, engaged and responsive workforce is substantially more productive than an unmotivated, apathetic group of employees. When workers feel engaged, they are more likely to work harder for the good of the company, because they can see first-hand what their contributions mean to its success. In addition to being more productive, these employees consistently generate higher-quality results and, thanks to lower turnover rates, they even save your company the time and money it would take to recruit and train their replacements. Employees who are satisfied with their work have a major impact on the growth and success of your company. By the same token, disengaged employees can have a negative impact on your organization's ability to become or remain an industry leader. In fact, experts estimate that the costs of a disengaged workforce run into the trillions of rupees. Developing talent within your company and grooming employees for advancement are ideal ways for you to prepare for the future. It is often faster and more effective to promote from within your own ranks than to search for new talent outside your organization.*

Determining if employees are motivated and engaged is the first step to creating a winning work environment. Typically, employees who work with passion and feel a deep connection to the company are the ones who drive innovation, take more initiative, deliver higher quality work and move the organization forward.

Key Words: *Motivation, Determination, innovation, quality of Work*

Introduction:

There is a growing realization that productive ability of the workers is linked with their morale. Managements all over the world, realising this link, are striving hard in many ways to boost the morale of their employees and one such method is motivating them to realize their energies to match organisational goals. However, this is not a new concern of the industry. They have always been and perhaps will be, interested in the motivational aspects of their employees.

Historically speaking understanding of human motivation was based on the common sense approach, which was widely accepted. One of the traditional beliefs was that the man is inherently lazy, pleasure seeking and despises work. It was assumed that man would work out of loosing the opportunity to make a living. So that the management's view was to pay him only so much, as to provide him with a subsistence and not enough to feel secure, which would always keeps him on his toes. The simple answer to increase productivity was increase rewards to



those who stepped up their output. Slackness in production was punished by cutting their rewards, demotions and even dismissal. But this approach has proved to be ineffective as the employees were responding to them passively.

It is agreed historically that the merger of behavioral science and that industry in their current form began with the research, conducted by Elton Mayo and his colleagues. This study is referred to as "Hawthorne Studies" which emphasised the importance of informal human relationships which were formed inevitably in a group.

Importance of the Motivation

Motivation is an employee's intrinsic enthusiasm about and drive to accomplish activities related to work. Motivation is that internal drive that causes an individual to decide to take action. An individual's motivation is influenced by biological, intellectual, social and emotional factors. As such, motivation is a complex, not easily defined, an intrinsic driving force that can also be influenced by external factors. Every person is motivated. Every employee has activities, events, people, and goals in his or her life that he or she finds motivating. So, motivation about some aspect of life exists in each person's consciousness and actions.

How to Encourage Motivation at Work

The trick for employers is to figure out how to inspire employee motivation at work. To create a work environment in which an employee is motivated about work involves both intrinsically satisfying and extrinsically encouraging factors. Employee motivation is the combination of fulfilling the employee's needs and expectations from work and the

workplace factors that enable employee motivation - or not. These variables make motivating employees challenging. Employers understand that they need to provide a work environment that creates motivation in people. But, many employers fail to understand the significance of motivation in accomplishing their mission and vision. Even when they understand the importance of motivation, they lack the skill and knowledge to provide a work environment that fosters employee motivation. Too often, organizations fail to pay attention to the employee relations, communication, recognition, and involvement issues that are most important to people. Here are thoughts about encouraging and inspiring employee motivation at work.

Factors to Encourage Motivation

These are some of the factors that are present in a work environment that many employees find motivating. Management and leadership actions that empower employees, Transparent and regular communication about factors important to employees, Treating employees with respect, Involving employees in decisions about their work and job. Minimizing the number of rules and policies in an environment that demonstrate trust for employees and treats employees like adults. Providing regular employee recognition, Feedback and coaching from managers and leaders, Above industry average benefits and compensation, Providing employee perks and company activities, and Positively managing employees within a success framework of goals, measurements, and clear expectations.



Minimize Rules and Policies for Employee Motivation

The first step in creating a motivating work environment is to stop taking actions that are guaranteed to demotivate people. Identify and take the actions that will motivate people. It's a balancing act. Employers walk a fine line between meeting the needs of the organization and its customers and meeting the needs of its internal staff

Guidelines for a Motivating Work Environment

Make only the minimum number of rules and policies needed to protect your organization legally and create order in the workplace. Publish the rules and policies and educate all employees. With the involvement of many employees, identify organizational values and write value statements and a professional code of conduct. Develop guidelines for managers and educate them about the fair and consistent application of the few rules and policies. Address individual dysfunctional behaviors on a **need-to** basis with counseling, progressive discipline, and performance improvement plans. Clearly communicate workplace expectations and guidelines for professional behavior.

Employee Motivation about Policies

Solicit employee feedback on potential policies, areas in which policies are needed, and so on. (Do not, as one company did recently, announce a new attendance policy by posting it on a bulletin board.) If you decide to adhere to and hold employees accountable for an existing policy, don't ambush your company members. If you have not enforced the policy in the past, meet with employees and explain the policy, the

intent of the policy, why the policy is necessary, and why it was not enforced in the past. Then, tell everyone that following the meeting, everyone is accountable for adherence to the policy. You'll be surprised how much support for legitimate policies and rules you'll receive from the people in your organization. People like a well-organized workplace in which expectations are clear. People thrive in a workplace in which all employees live by the same rules. If you create an environment that is viewed as fair and consistent, you give people little to push against. You open up a space in which people are focused on contribution and productive activities rather than gossip, unrest, and unhappiness. Which workplace would you choose?

Involve People to Inspire Employee Motivation

In one university department, a committee of ten people met for several months and then recommended space use to their dean. He had formed the committee, provided guidelines, and requested their feedback. Talking to a committee member several months after they submitted their recommendations, I was informed they had never received any feedback about their work. They had repeatedly asked for feedback and decisions but received none. They felt as if their recommendations had gone into a dark hole, never to be seen again. Demotivated? You bet. These staff members are loath to volunteer for another committee in the future, as well. Fool me once, poor me; fool me twice ... Most people want involvement in decisions that affect their work. Some may not want the final accountability. Ask why. Have people been punished for decisions they made in the past? Have organization leaders provided the time,



tools, and information needed to make good decisions? Or have people made decisions that were over-riden by their managers? Does the clear expectation for employee involvement exist in your workplace? Are the people who make decisions and contribute ideas rewarded and recognized? These are critical questions if you want involved, motivated employees.

Make Employee Involvement a Plus in Employee Motivation

Too often employee involvement is a bad word. People think of employee involvement as something that is done aside from their **real** work in your organization. The best employee involvement does not require teams, special committees, and suggestion boxes. It is the expectation that people are competent to make decisions about their work every single day on the job. Teams and committees allow broad participation from all people who may **own** a particular work process or procedure. They are not the backbone of employee involvement in your organization.

Importance of the Study

- Motivated employees are always looking for better ways to do a job.
- Motivated employees generally are more quality oriented.
- Highly motivated employees are more productive than apathetic employees.

It is difficult task to understand the various needs of the employees. Every organisation needs to have a look into employee's changing needs and implement innovative action plans to motivate their employees to greater heights in their performance. Organisations have been keeping their

best efforts to motivate their employees to reach then goals.

Scope and Limitations of the Study:

Telangana State Road Transport Corporation (TSRTC) is a state level public limited corporation. a Research study on Local Bus Depot. So it is not only confined to Local Bus Depot (Warangal) but also 100 employees of the Depot. To elicit the information from employees, a study adopted questionnaire.

Employee Motivational Methods in TSRTC:

Employee Motivation is influenced by a member of factors. These factors are partly related to their organisation process, HRD policies and nature and complexity of job and the personality traits organisations differ in what they can do to motivate people. People differ in what motivate them to work. People work hard because of companionship, money pay or for incentives. It rewards the work then work behaviour positively. The challenges to management is to recognised and understand the impact of various motivational systems on individual and group behaviour within an organised work endeavour. The success or failure of motivation rests not only on the technique itself but so on managements ability to match the needs of employees.

Monetary Compensation:

Usually involves wages, salaries and fringe benefits in the form of insurance, retirement and similar employee benefits. TSRTC has been implementing different incentive schemes like bonus, dearness allowance, transport allowance and night duty allowance, pension etc. Transport



facility is being provided to the employees of the organisation including their family members freely in RTC buses.

Reward/Award System:

Rewards will be given for the efficiency shown by the employees in different occasions eg. If they prevent accidents by safe driving, fuel saving, increase in mileage of the buses and regular attendance etc. Employees will be awarded annually for their great contribution to TSRTC.

Recognition:

The employee's contribution to the organisation will be recognised by appreciations from the peers, senior employees and Depot Manager, There is a board at depot entrance where names of the driver and conductors will be written based on their targets.

Social Environment:

TSRTC has good social environment. There is an employee welfare association for the benefit of the employees. Interaction between manager and superiors by the employees are regular. They discuss various issues of Depot. Communication is the most important tool to motivate employees. There is free flow of communication from top to bottom, bottom to top levels. TSRTC has given importance to the employees voice. Employees are asked to participate in decision making regarding depot's regular operations. Training faculty is regular and effective to upgrade their skills.

There is a system in TSRTC, by which employees of various categories are promoted to the higher positions based on seniority and experience in their service.

Interpretations

In my observation, there is two types of motivational factors one is monetary and another is non- monetary factor.

- 80 percent of the employees are motivated by momentary benefits like salary, incentives, allowances etc., but 20 percent of the employees opined that monetary benefits provided by management are insufficient to motivate them.
- 70 percent of the employees expressed that they are motivated by the management's attitude towards employees especially by recognising employees hard work and compensate accordingly by rewards and awards.
- 30 percent of the employees expressed their grudge over indifferent attitude towards employees which appeared in younger employees.
- 80 percent of the employees expressed their satisfaction over work environment in TSRTC which is being motivated them to effective functioning
- 20 percent of the employees opined that seniors are usurping their freedom forcing them to oblige decisions.

Almost of all the employees felt that they are motivated by social environment, they opined that which motivate them in effective functioning.

- 80 percent of the employees are motivated by training programmes organized by TSRTC 20 per cent of the employees felt that Training programmes are not sufficient to improve efficiency of drivers and conductors.



- 80 percent of the employees are motivated by career development opportunities. Career advancement in any organisation is prime motivator because it entrusts new roles and responsibilities along with higher compensation. 20 percent of the employees felt that career development did not motivate as they expected in TSRTC.
 - 98 percent of the employees are motivated by communication provided by management. All communication system helps in changing their attitudes towards goals.
 - 75 percent of employees felt that grievance redressal measures adopted by TSRTC are every effective positive attitude of the management towards in handling grievances is efficient. 25 percent of the employees felt that grievance redressal measures in TSRTC are inefficient. They should be improved to handle grievances effectively.
 - 30 percent of the employees are demotivated by time constraint which is provided to them in reaching their destinations. 10 percent of the employers demotivated by stress and stress related problems of job. 50 percent of the employees are demotivated by the condition of buses and roads in reaching their destinations, which is major demotivator in TSRTC HNK, Depot. 10 percent of the employees are demotivated by others like low occupancy rate in their buses, profit less bus routes and unfriendly nature between Driver and conductor.
 - 30 percent of the employees opined the disciplinary action against wrong doing employees will be motivated to correct their actions, but 70 percent employees opined that disciplinary action against employees demotivated to do better job, it kills the individuality of the employees.
- An attempt is being made to give few suggestions to increase motivation levels in employees of TSRTC.
- Increase the bus schedules to reduce traffic in buses and provide good condition buses to drivers.
 - Management should reduce the stress levels in drivers and conductors. Burnouts have impact on motivation of the employees.
 - Management should conduct regular training classes to the employees for familiarising new techniques to improve the skills for effective performance.
 - Management should settle disputes among employees amicably.
 - Management should make the employees to adopt efficient work culture, which gives brand image to the organisation and its services.
 - Management should encourage the employees to attend the group or association meets, cultural activities, sports, meets and annual celebration of depot
 - When employees feel boredom for discharging their duties, management should change their bus routes and duties to rejuvenate their energies.
 - While imposing punishments as disciplinary action management should be unbiased and kept personal enmity aside transparency should be the hallmark regarding disciplinary action.



Conclusion:

On the other hand, disengaged employees are detrimental to your organization because they can infect the rest of your team with negative views. This not only slows productivity, it can cause key members of your team to leave in search of new opportunities. Identifying these employees and addressing the cause of their unhappiness is critical. If actively disengaged people are unable or unwilling to reenergize and refocus, it may be necessary to remove them from the organization for the good of the entire team.

The middle ground between engaged and actively disengaged employees is reserved for the not engaged—essentially, these people are “checked-out.” By sleepwalking through their workday, they are only putting time—not energy or passion—into their work. As a result, they can negatively impact productivity and quality of work. This is why it's vital to keep your team—especially your best employees is vital. Fortunately, those falling into this middle ground usually have the best potential for being reengaged.

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