

A Study on Employee Motivation in the new norm of working from home with reference to IT sector in Hyderabad

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Abstract: Working in the new norm of work from home was increased throughout the world as Corona pandemic has brought the situation where employees were working individually where motivation is required for them. The main objective of the study is to identify the motivating factors for the employees working from home and to analyze the challenges faced by employees. For the study I have selected employees from various IT companies and have circulated my questions and the collected data was analyzed by using mean and standard deviation. The results of the study was identified that organizations are encouraging growth mind - set it is one of the motivating factor where every try to improve their skills and major challenge most of the IT employees were facing is No Work life Balance.

Keywords: Motivation, Work from home, Pandemic, Challenges, Employees

1. Introduction

COVID - 19 is an unprecedented health crisis that has strongly shaken the whole world, plunging it into great fear and uncertainty. It has heavily impacted economies, societies, employees, and organizations. This crisis has started first in the city of Wuhan (China), which has witnessed in December 2019 the outbreak of severe acute respiratory syndrome corona virus 2 (SARS - CoV - 2) that has known a fast spread propelling its status to a global pandemic on March 11, 2020, by the World Health Organization.

The topic of employee motivation is not properly understood and poorly practiced by many organizations; as a result, there is increase in employees leaving the organization in search of better places to work. Human nature is very complex and to understand the motivating factor of every employee is a difficult task. Therefore, an effective leadership and management is required to appreciate employees. Employee motivation requires research and study of human nature and involves a well - defined approach to deal with human beings. Observations and research in this field has proved that well motivated employees are more productive and creative. Employees will do only if you want them to do or otherwise if you motivate them to do. Motivation is a skill which must be learnt and practiced for any business to survive and succeed. Plus, the fact that employee motivation is directly linked with business profits makes it all the more important to keep employees encouraged and in high spirits. Human capital is the most valuable asset of any organization. Today's organization also faces a big challenge of retention as well as attraction of new talent in the organization, and motivational strategies could be one important contributors to organizational success in long - term.

2. Significance of Study

The coronavirus (COVID - 19) outbreak is causing widespread concern and economic hardship for consumers, businesses and communities across the globe. We've prepared some general guidance on COVID - 19: What US business leaders should know, covering the key areas of crisis management, supply chain, workforce, tax and trade, and financial reporting.

Most companies already have business continuity plans, but those may not fully address the fast - moving and unknown variables of an outbreak like COVID - 19. Typical contingency plans are intended to ensure operational effectiveness following events like natural disasters, cyber incidents and power outages, among others. They don't generally take into account the widespread quarantines, extended school closures and added travel restrictions that may occur in the case of a global health emergency.

Every successful organization is backed by a committed employee base, and the commitment is the outcome of motivation and job satisfaction. It is the energy that compels employees towards organizational objective. It would be impossible for the organization to generate performance without commitment. In order to create a competitive advantage organization need to have a competitive employee policies and practices. Motivation is an important stimulation which directs human behavior. No individual has same attitude or behavior, hence in midst of this diversity organization are supposed to frame practices which will be able to satisfy the group and not just an individual.

1) Motivational Theories

There have been number of theories on motivation explaining similar aspects of motivation, they are as following.

Maslow's need hierarchy theory: The theory explains five levels of need which follow a hierarchy. The need for the

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next level arises with the fulfilment of the earlier need. Following are the needs Physiological needs, safety and security need, Social need, Self - worth and Self - actualization. There is exception to the theory that sometimes the need may not follow the hierarchy due to unpredictable attitude and behavior of the human being.

Herzberg's two - factor theory: The theory is also known as two factor theory motivation factors and hygiene factors. The theory states that there are certain factors in the organizational environment which if present will be to motivate the employees and certain factors if available may satisfy the employees but if not there do not lead to dissatisfaction.

McGregor's theory 'x' and theory 'y': The theory states that function of motivating people involves certain assumption about human nature. Theory X and Y are two sets of assumptions about the nature of people. Every set of nature will have to adopt different way to motivate and achieve the results.

Vroom's valence x expectancy theory: The theory is also known as expectancy theory and states that the behavior of an employee depends on the expected outcome of the act. Goal - setting theory: The theory is based on the principle of goal clarity being an important factor of motivation.

ERG theory of motivation: The theory proposed by Clayton is an modified version of Maslow's theory of hierarchy of need. The theory divides needs in to three categories Existence, relatedness and growth.

McClelland's theory of needs: The theory stresses that the human behavior is affected by three needs Power, Achievement and Affiliation.

Reinforcement theory of motivation: The theory founded by B F. Skinner and his associates proposed that the individual behavior if function of its consequence. It is based on the law of effect.

Equity theory of motivation: The theory is based on the principle of equality. It states that the motivation is related to directly to the perception of equity practiced by the organization.

2) Challenges Faced by Indian IT Industry During and After Covid - 19.

Technology is driving how the world operates amid the pandemic, but that isn't translating into increased revenues for information technology (IT) and related companies. India's IT service companies, which have been a bedrock of the economy, are likely to lose business in the coming months as a coronavirus - induced economic slowdown around the world hurts their clients' revenues. The industry, which includes outsourcers and companies that manage IT infrastructure, derives nearly 80 percent of its revenues from clients outside India, mainly in the U. S. and United Kingdom, which have been hit badly by COVID - 19.

a) Jobs Are at Risk

The upshot of the industry's slowdown is that hundreds of thousands of jobs are at risk. The IT services and outsourcing industry employs around 4.4 million workers and created an estimated 200, 000 new jobs in the last financial year, according to the National Association of Software and Services Companies (NASSCOM), a trade group.

b) Decline in Spending

Pain for IT and outsourcing companies stems from a decline in spending on IT projects by companies in the U. S. and elsewhere, especially in such sectors as travel and tourism, hospitality, and aviation, which have lost 80 percent to 90 percent of their revenues. Less - troubled sectors, such as banks and financial services firms, are in cash - conservation mode and looking to delay new IT projects.

c) Work - from - Home Issues

IT services and outsourcing companies in India struggled to shift their workforce to a remote - work setting following the nationwide lockdown. Companies scrambled to provide computers to hundreds of thousands of employees; overcome low Internet bandwidth; and get permission from clients to allow working from home, which was earlier barred due to security concerns.

d) Captive Centers' Struggle

One segment of the IT industry that has struggled are "captive centers" of global companies. These centers perform certain functions for the parent company, including data analytics, IT management, and research and development. Walmart Labs and U. S. retailers Target and Lowe's are among those that have such centers based in India, to save costs and benefit from the local talent pool.

e) Digital Transformations

On a positive note, the pandemic is expected to push more organizations worldwide to undergo digital transformations, which include shifting to digital technologies to manage many business functions, including business processes and customer engagement. Many Indian IT companies already offer these services.

3. Literature Review

HRM 'is about how people are employed, managed and developed in organizations' (Armstrong & Taylor, Reference Armstrong and Taylor 2020: It has been grandly impacted by COVID - 19, generating significant challenges for managers and HRM practitioners. This impact and these challenges are explored in this section, in relation to strategic HRM and working conditions, as well as HRM functions, specifically, staffing, performance management, training and development, compensation management, safety and health management, and employees' relations. Each HRM function is discussed individually, however, they are interrelated. HRM 'is about how people are employed, managed and developed in organizations'.

1) Golin, and Rauh (Reference Adams - Prassl, Boneva, Golin and Rauh2020) showed that employees whose job tasks cannot be performed from home are more likely to lose their jobs. In these circumstances, HRM

practitioners are urged to identify the job positions that can be performed remotely, those which can be performed in the physical workplace, and those positions that need layoff due to the situation provoked by the pandemic.

- 2) Many HRM practitioners have implemented some activities to support their employees, such as creating virtual socialization activities, e. g., virtual lunch or coffee breaks (Carnevale&Hatak, Reference Carnevale and Hatak2020; Maurer, Reference Maurer2020).
- 3) Santrock (2007), defined that self - efficacy is a person's belief in his ability to control situations and produce something beneficial. Self - efficacy is the result of interactions between the external environment, education, experience, personal abilities, and coping mechanisms (Niu, 2010). Self - evaluation reactions to one's behavior can be an important determinant of self - motivation (Bandura and Schunk, 1981).
- 4) Vancouver et al. (2002), found that self - efficacy had a negative effect on performance. A high level of self - efficacy can make a person feel very confident about his readiness and produce a feeling of submission to complete a task which makes him relatively unmotivated to think of alternatives. (Bandura and Locke, 2003).
- 5) (Schmidt and DeShon, 2010) High levels of self - efficacy can reduce the perceived mismatch between the current state and the goal. In the end, it reduces the allocation of resources such as manpower and time and has a negative impact on performance.
- 6) Deci and Ryan (1985), introduced Self Determination Theory which states that more self - motivation comes from human personality and needs.
- 7) (Ryan and Deci, 2000). For basic human needs, a list of the basic needs of competence, autonomy, and linkage has been made. As part of this theory, they have introduced the terms intrinsic and extrinsic motivation. They describe intrinsic motivation as an innate tendency to develop one's capacities, to seek new and challenging ones, and to explore and learn.
- 8) Pang and Lu (2018), Stated that the need for the ability to set goals and objectives for achieving employee performance and how to improve overall organizational performance is undoubtedly the most important organizational goals and objectives.
- 9) (Lather and Jain, 2005). It has been long thought that learning new things and competency development opportunities raises the morale and satisfaction of the

employees but it is also realized that the significant effect on the motivation and job satisfaction is created by goal achievement

Objectives of Study

To Identify the Motivational Factors Influencing the employees working from home. To analyse the challenges faced by the employees working from home.

Methodology of Study:

The collection of data for proposed research study is done using both the sources of primary and secondary data.

Primary Data

Primary data is the primary source for making an affective analysis on proposed research study. The primary data is collected using following sources.

- 1) Direct Personal Interview with employees and employers who are working in IT Industry
- 2) Personal Observations
- 3) Survey through Questionnaire to employees and employers engaged in IT Industry.

Secondary Data

The secondary data is an important source for making analysis on IT Industry. The secondary data sources are Annual reports of companies, articles, magazines and Journals. Sample Selection: For the study we have selected IT employees working in different IT companies in Hyderabad region.

Sample Size: For the study data was collected from employees working in different IT companies and the sample is 50.

Data analysis: The data collected from employees is analyzed by using mean and standard deviation.

Analysis

For the study employees from various IT companies of different age groups were taken a statements related to motivational factors and challenges faced b employees during the new norm of work from home. A five point likert scale is designed and opinions are collected and examined. The selected options of scale are Strongly Agree, Agree, Neutral, Dis - agree and Strongly Dis - agree and the codes are assigned to these options are 1, 2, 3, 4 and 5 respectively.

Motivational factors in the new norm of work from home

Statements	1	2	3	4	5	N	Mean	SD
Providing right tools to team members	25	10	4	6	5	50	2.12	1.40
Encourage a growth mind set	20	9	6	7	8	50	2.48	1.52
Encouraging employees through recognition programs	26	8	6	4	6	50	2.12	1.43
Invest your time in building trust	18	12	10	5	8	50	2.34	1.33
Communication is one of the main factor	30	10	8	1	1	50	1.66	0.96
Use survey tools as an yardstick to motivation	26	13	5	4	2	50	1.86	1.14
Always provide feedback	32	12	3	2	1	50	1.56	.92

Interpretation: From the above statements it was observed that the highest mean is 2.48 for the factor "Encourage a growth mind set" and the lowest mean is 1.56 for "Always provide feedback" and the highest standard deviation is 1.52 for "Encourage a growth mind set".

Challenges faced by employees during new norm working from home

Statements	1	2	3	4	5	N	Mean	SD
Time Management	10	7	7	11	15	50	3.28	1.52
No work life balance	8	6	5	13	18	50	3.54	1.48
Isolation	28	10	6	4	2	50	1.84	1.16
Trouble in communicating	20	8	12	6	4	50	2.32	1.33
Technological Issues	10	5	4	11	20	50	3.52	1.58
Increased or decreased supervision	26	7	6	5	6	50	2.16	1.46
Lack of motivation	10	4	7	11	18	50	3.46	1.54
Over working	21	5	2	10	12	50	2.74	1.71
Mental Health challenges	25	8	5	5	7	50	2.22	1.50
Harder to build trust	22	10	2	6	10	50	2.44	1.61

Interpretation: From the above statements it was observed that the highest mean is 3.54 for the factor “No work life balance” and the lowest mean is 1.84 for “Isolation” and the highest standard deviation is 1.71 for “Over working”.

4. Conclusion

Most of the researches have concluded that motivated employees have positive effect on the organization productivity and performance. This makes motivation as the most important aspect of any organizational setup and creating an environment which facilitates and supports employee to perform optimally. Today’s business organization requires organizations to be more creative and innovative which cannot happen without having a committed and loyal employee base. The success of every business depends upon many factors but the most important factor that affects the business is its employees. If the employees of a business are motivated towards organizational objective, the business can achieve its goals very easily in IT Industry.

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