

A Study on Motivation Scheme for Executive Employees with Special References to Bhilai Steel Plant

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Abstract: *The purpose of this study was to investigate the impact of motivation on job satisfaction and job performance of executives of Bhilai Steel Plant. The idea was to profile factors causing high motivation and job satisfaction and also to profile those factors that contribute low motivation and dissatisfaction at work and to manage those factors in order to achieve high job performance. The rationale for the study was simply an observation that some employees seem better adjusted and happy at work and are able to cope well with the demands of the working environment while others are not. Another objective is to find out that is management aware of what motivates their executives and to strategically utilize those motivational tools to maintain high levels of job satisfaction.*

Keywords: motivation, Bhilai Steel Plant, production, performance enhancement, motivational schemes.

1. Introduction

“Motivation is the act of stimulating someone or oneself to get a desired course of action, to push the right button to get desired result.”

Motivation is a behaviour concept by which we try to understand why people behave as they do. It concerns those dynamic processes which produce goal oriented behaviour. Since increase in the productivity is the ultimate goal of every industrial organizations. Motivation of employees at all levels is the most critical and most difficult functions of management accordingly one of the main things the management can do is to incorporate the principals and concept of motivation into his philosophy of management. By understanding and applying them, he can influence others in attaining a better degree of positive motivation. Competition is heating up day by day and captains of industry and devising new strategies to face it. The surest way of facing the competition is to improve the productivity. Productivity itself can best be improved through healthy industrial relations. An industrial relation is concerned with the relationship between management and employees and the role of regulatory mechanism in resolving any industrial dispute. Bhilai steel plant is the largest steel producing units in country.

The role of industrial relations is very important, especially in the context of Bhilai steel Plant being a very large organization. The excellence performance of Bhilai Steel Plant is in tune with the prevailing industrial relation scenario, which is healthy and harmonious. It is ranked amongst the top ten public sector companies in India in terms of turnover. Motivational schemes for Executive help in

increasing morale and performance of executives. It enables executives to plan their work, utilize their capabilities and maximize their contributions.

There may be some doubts about the link between satisfaction and motivation but almost by definition, it would seem that the link between motivation and performance is a positive one increased motivation which results in more effort and improved performance. However keen someone is to do it unless he has the required abilities. The level of ability was affected not only performance but also job satisfaction and the desire to stay on the job. Motivation implies pressure to move forward to do more can induce stress too much stress and performance can suffer. The limit to how much people can be motivated depends upon the strength of their needs and their ability to cope with pressure.

2. Motivation in B.S.P

In order to stay competitive in the business environment B.S.P sets higher targets and chart out paths. It is important that moral and satisfaction index of the employees are kept at highest level so that they are committed to the organisation goals. The employees moral /satisfaction/ motivation levels are tracked through a structured feedback mechanism one of the direct feedback mechanism which B.S.P undertakes is a organisational climate. B.S.P undertakes organisational climate to gauge the quality of the internal environment of the organisation as perceived by its members. This helps in:

- Describing the uniqueness of an organisation at any given point of time
- Influencing the behaviour of people, facilitating or containing human resource activities.

- Knowing the driving and restraining forces in a change management process.
- Determining the long term sustainability, growth and excellence of an organisation.
- Revealing the changing nature and quality of the people processes over a period of time

3. Various Motivational Schemes In B.S.P

Improvement in plant performance is one of the utmost concerns of the mgmt. Therefore the need to recognise the employees efforts in improving the plant performance and to reward them suitably is also well understood by the top management. It is with this view that various recognition and rewards schemes have been devised and are being run in B.S.P . Major among these are:

Incentive Scheme: In order to reward and recognise employee's efforts towards cost effective and quality production and thereby achieve organisational goals, a well structured incentive scheme is in vague in B.S.P. The scheme is aimed at motivating the employees towards organisational goals for achievement of higher profitability, improvement in quality levels, reducing the consumption of scarce inputs and reducing the cost of production and maintaining the higher level of production.

Types of Incentives:

Non Financial Incentives: These are used to motivate employees for higher work. People at comparatively higher level of managerial hierarchy attach more importance to socio-psychological needs which can't be satisfied by money alone. The emphasis of non-financial incentives is to provide psychological and emotional satisfaction rather than financial satisfaction. Some of those are promotion, more challenging job, authority etc.

Semi Financial Incentives: These are specifically related to the individual employees but are only indirectly financial. They include intelligent promotion Policy, the provision of canteens, holidays with pay, pension schemes and so on.

Financial Incentives: It rewards the employee or group of employees through increased payment. They should be directly related to each man's contribution to production as a whole. Different price-rate systems, bonus, profit-sharing pension plan etc are the example of the financial incentives. They also get PRP (performance related pay) once in a year as appreciation of their excellent work.

Quality Circles: Quality circle is a small group of employees from the same work area who voluntarily participate in identifying, analysing, finding and suggesting solutions to work related problems. Quality circle cover a wide spectrum of activities for improvement of productivity and quality at one end of the spectrum to improvement in safety, housekeeping, import substitution, energy economisation and investment savings on the other hand of the spectrum. These are considered by the management and all

feasible suggestions are implemented by the circle members themselves. The members are chosen from the same work area because they have common experience to share.

Employee Suggestion Scheme: Having created a desired culture where employees have participated enthusiastically in giving suggestions, the ED has initiated the process of reviewing the scheme again in the year 2001 to give more emphasis on suggestion to improve productivity and techno-economics. When employee suggestion are accepted and implemented then they are given some reward. It lead to motivate employees for their active participation in organisation.

BSP has been divided into 21 zones. There shall be a zonal award committee (ZAC) in east zone to evaluate and decided on the suggestion generated in the respective area.

Awards: Most people have a need for a high evaluation of themselves. They feel that what they do should be recognised by others concerned. Recognition means acknowledgement with a show appreciation. When such appreciation is given to the work performed by employees, they feel motivated to perform work at similar or higher level. BSP has a firmly placed system of recognising and rewarding its excellent individuals and teams through various awards schemes like Jawaharlal Nehru awards, Shram and Vishwakarma awards, safety awards

Informal Recognition: HODs as leaders at the shop level and sectional heads at section level recognise the merit of the individuals in following manner through Appreciation Letters; High Tea and Financial Rewards, Recommendations for training, job Rotation and Special Assignments, Felicitations Function; Getting the individual achievements published in the in-house journals / magazines. For outstanding performance by a deptt. Managing Director facilitate the departmental teams in ceremonial functions in the presence of top management and senior officers of the plant. The refitting complex of RSM was erected and commissioned in a record time of 2 months from within internal resources. All the members were facilitated with certificates and medals.

4. Objective of the Study

1. To identify the various motivational factors and find suitable one.
2. To analyse how motivation created a job satisfaction among the executives.
3. To study motivation facility provided by the concern.
4. To give suggestions to improve employee motivation in the organization.

5. Research Methodology

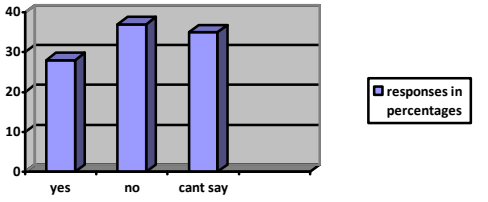
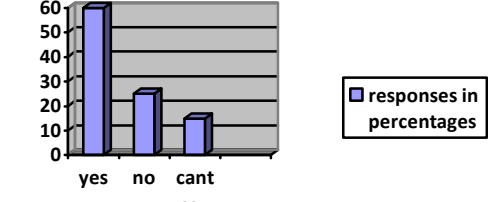

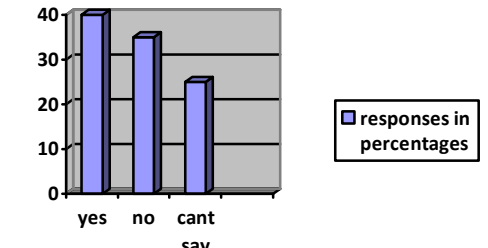
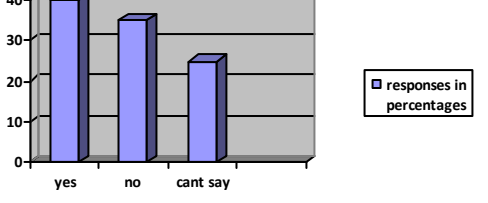
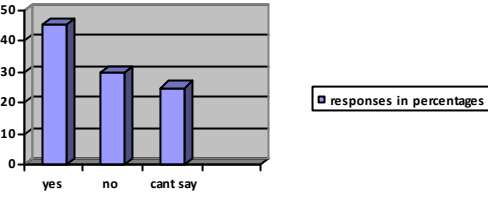
This section will discuss about the research plan and sampling plan used in the study. The following table can be taken as a guideline for preparing this section.

Table 1: Research Plan

<i>Research Plan</i>	
<i>Research Design</i>	Descriptive research design
<i>Sources of data collection</i>	Primary and secondary data
<i>Research Technique Used</i>	Questionnaire/survey/ observation
<i>Sample location</i>	Bhilai steel plant (Bhilai)
<i>Sampling Plan</i>	Simple Random
<i>Sample size</i>	30

Table 2: Results of the study (Questionnaire)

<i>Question</i>	<i>Positive Response (In Percentage)</i>	<i>Negative Response (In Percentage)</i>	<i>Cant Say (In Percentage)</i>	
What do you think whether motivational scheme is essential for the employees?	35	50	15	<p>responses in percentages</p>
Do you think motivational scheme increase job satisfaction and recognition?	40	35	25	<p>responses in percentage</p>
weather the skills and knowledge is improved through motivation ?	50	35	15	<p>responses in percentages</p>
Motivational programme improve interpersonal relationship do you agree?	37	35	28	<p>responses in percentages</p>

<p>Motivational program helps to create a better corporate climate?</p>	<p>28</p>	<p>37</p>	<p>35</p>	
<p>Motivational scheme are helpful in increasing the efficiency of the employees?</p>	<p>60</p>	<p>25</p>	<p>15</p>	
<p>Do you think that motivation scheme should be change according to the technological change in BSP?</p>	<p>25</p>	<p>30</p>	<p>45</p>	
<p>What do you think that excellent performance of BSP employees is due to better motivation?</p>	<p>40</p>	<p>35</p>	<p>25</p>	
<p>What do you think whether incentive scheme motivate employees for better performance or not?</p>	<p>40</p>	<p>35</p>	<p>25</p>	
<p>Motivational schemes are helpful for increasing the production & productivity of the employees?</p>	<p>45</p>	<p>30</p>	<p>25</p>	

6. Conclusion

The conclusion which can be drawn from this study is manifested in a following manner:

- Various motivational schemes being run by BSP really enhance the morale of the employees as majority of them have positive response.
- Various motivational schemes run by BSP really seem to reduce the stress in employees in one way or other.
- Non-Financial incentives are mostly preferred by the employees rather than financial incentives.
- However most of employees do feel that good corporate climate may only exist only when there is good motivational schemes.
- BSP recognises and awards its employees for their outstanding contributions in fulfillment of organisational objectives.

7. Recommendation

More awareness should be created towards the motivational schemes. In this study we came across many worth considering. The facts are:

- The distribution of awards and incentives should be fair.
- Incentives distribution process shouldn't be so complicated it should be clear and simple to the employees.

8. References

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