

Major Research Project

A STUDY ON EMPLOYEE MOTIVATION IN CONSULTING ORGANIZATION

Submitted by

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CERTIFICATE

This is to certify that Somiya Kaushal 2K21/DMBA/126 has submitted the project report titled ‘**A Study on Employee Motivation in Consulting Organization**’ in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) from Delhi School of Management, Delhi Technological University, New Delhi during the academic year 2022-23.

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DECLARATION

I, Somiya Kaushal, student of Delhi School of Management, Delhi Technological University hereby declare that the Major Research Project report titled '**A Study on Employee Motivation in Consulting Organization**' submitted in partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA) is the original work conducted by me. I also confirm that neither I nor any other person has submitted this project report to any other institution or university for any other degree or diploma. I further declare that the information collected from various sources has been duly acknowledged in this project.



Somiya Kaushal

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ACKNOWLEDGMENT

I would like to acknowledge Delhi School of Management, DTU, for giving me the opportunity to take up project-based courses as a part of our curriculum for an enhanced learning experience. I would like to express my sincere gratitude towards **Prof. P.K. Suri** for guiding and supporting me throughout my project.



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EXECUTIVE SUMMARY

The report based on my major research project starts with an introduction of the research project, scope, and objectives of the project, leading to the literature review, conceptual framework of employee engagement, research methodology and analysis.

This research project is on the employee motivation process which helps me in exploring the employee motivational process and its effects on organizational performance. The study aimed to identify the key drivers of employee motivation and to understand how an organization's motivation process impacts the employee's attitudes and effects their performance

To achieve these objectives, research approach was adopted, which included a comprehensive literature review, and a quantitative survey of 100 employees from consulting industry.

While analysis of this research it is seen that employee motivation is a multidimensional concept that is influenced by a range of factors, including leadership, reward and recognition, job satisfaction, and employee personal growth and development.

Further, We will also get to know if motivation in the management of the organization is being provided the employees can turn out to have a greater impact in the job performance making it a profitable organization.

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Chapter 1

INTRODUCTION

1.1 Background

Employee motivation is a fundamental component of human resource management and is essential to the sustained expansion of an organisation. The natural zeal and drive to complete a job might be characterised as motivation. In order to achieve a positive vision or objective, it can be utilised to guide employees' behaviour and activities. The retention rate may be maintained and an employee can become a devoted asset with the right incentive. The dedication, vigour, and originality that employees bring to their work are examples of what is meant by employee motivation. Employee motivation, though it doesn't directly affect an organization's growth, is like a prerequisite since a lack of motivation among employees can negatively impact their performance. Every organisation should give employee motivation the highest consideration since motivated employees are an asset to the company and they contribute to its success. An employee that is highly driven sticks with the company through good times and bad.



Fig 1.1 Employee Motivation

Source: <https://www.ovationincentives.com>

In order to have a successful relationship between the company and the employees, motivation is necessary.

Numerous strategies of employee motivation have been implemented in the modern management system to increase productivity. In addition to different motivational techniques, there are other

recognised motivators, such as work design, the nature of the job, and the system of incentives and rewards for the employees, that play a crucial role in assuring employees' endurance, productivity, and efficiency..

The factors that stimulate the behavior and actions of the people are as follows-

- Growth and success in life
- Want of Money
- Want to be empowered
- Satisfaction in Work
- Societal Recognition etc.

Job satisfaction represents the employee's perception of work and different aspects of work. High job satisfaction increases employee performance and work engagement. Job satisfaction has the greatest impact on employee engagement. If an employee is not satisfied with his job, he will never be hired. Only a satisfied employee can become an engaged employee.

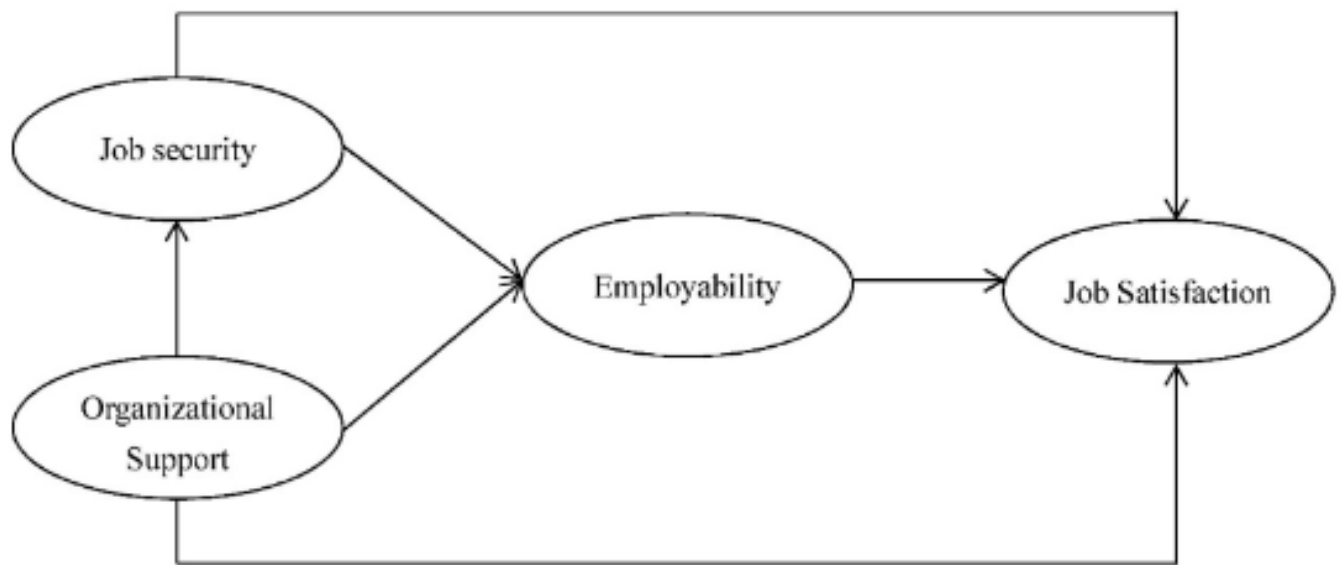


Fig 1.2 Job Satisfaction

Source: <https://www.googleimages.com>

"Engaging for Success" suggests that the employee voice represents the actual level of engagement within the organization, and in this regard, the company must decide what mechanisms it has in place to provide the right platform for employees to be heard. .

More often than not, this can be a multi-channel process, involving technology and social media as well as training, one-on-one meetings, group meetings, newsletters, and of course just talking to people.

1.2 Study Context

This research project consists of a study on the employee motivation process and the impact of the process on performance and overall productivity by referring to the style of management.

1.3 Scope of the Research

The scope of this study is quite broad since, in today's circumstances, organisations get a competitive edge thanks to the talent of their employees. As a result, for this continual committed growth, organisations must concentrate on how to increase employee engagement. After all, it will help the organisation in decreasing attrition and improving efficiency and effectiveness. The investigation will also assist me in comprehending the link between employee engagement, performance levels, and better business outcomes.

1.4 Objectives of the Research

The major objectives for carrying out the research work are:

- To understand the impact of HRM policies and practices on employee motivation and job satisfaction.
- To explore effective ways of motivation practiced by organizations.
- To explore the challenges to motivation and job satisfaction.
- To understand the relation between motivation and style of management in consulting organization

Chapter 2

LITERATURE REVIEW

2.1 Overview:

Satisfaction in the workplace expression that results from thinking about one's work y (**Azash et al, 2011**)^[1]. Businesses now recognise how important it is to have contented employees who put in a lot of effort to meet long-term objectives. Organisations are now required to satisfy the needs and wishes of their staff and may be prepared for a similar response. Additionally, motivation improves performance at the individual and group levels, which ultimately affects the success of the business (**Risambessy et al 2012**)^[2]. The organization's management has the authority to connect organisational aims and objectives with personnel goals in order to maximise performance. The beliefs, principles, and fundamental values that the organisation firmly adheres to are what determine the organisational behaviour, which is represented by the top management of the organisation (**Lather and Jain, 2005**)^[3].

Motivated employees provide greatest asset to the organization by giving them goals and objectives. Employee morale might be kept high with the help of an efficient HRM system. Without the top management's backing and motivate its personnel (**Snyder et al, 2004**)^[4]. A few researchers agree with this point of view, pointing out that every person is unique in their behaviour and attitude, with different demands and expectations that might have varying effects on their performance. (**Roos, Van Eeden, 2008**)^[5] Higher management has to be aware that diminishing performance could not be due to a lack of external motivation, but rather might be a result of dissatisfaction with the tasks given and the outcomes achieved. (**Kumar and Garg, 2011**)^[6] It should be highlighted that workplace stress negatively affects employee performance. As a result, it is critical to evaluate current practises and processes that fuel stressful circumstances in order to mitigate this effect.

In this circumstance, creating jobs with greater interest is essential, and job enrichment may be a strategy to motivate employees. A Study represents happy workers exhibit greatest levels of motivation,dedication which has a good effect on the behaviour and performance as an output. It can take time to find and develop talented human resources, who then require human resource management activities in order to be utilised to their employees (**Jeffrey L. Herman et al, 2011**)^[7].

Swathi.S (2013)^[8]: According to the study,there is no single factor of effective Employee Engagement that will applicable on all pesons and industry. It will vary from persson to person and from industry to industry.

A Thiagarajan B & Renugadevi V (2011)^[9], In this study employee engagement is closely related with personal growth and development, performance evaluation & appraisals, and motivational factors.The implication is that leaders should foster a culture of engagement and career development opportunities that matter most, improved performance should promote work-life balance, and these practices help increase engagement. That's it.

Chapter 3

RESEARCH METHODOLOGY

The purpose of the study is to demonstrate how well HRM functions may increase work satisfaction and employee motivation. This study is a descriptive research that attempts to make note of previous studies and data gathered in order to form an opinion on the aspects of HRM that inspire workers and foster job happiness.

3.1 Data Coverage

The study article is more conceptual in nature because it aims to emphasise the significance, difficulties, and various motivational strategies utilised in organisations. For reaching out to the desired result the data was collected by the means of research that is being conducted via survey.

Table 3.1 : Experience of consultants participating in the survey

S.No	Particulars	Responses	Percentage
1	0-2 years	67	66.33
2	2-5 years	24	23.76
3	5-10 years	08	7.92
4	10+ years	01	0.99

3.2 Data Collection

The main information gathered through a survey questionnaire. For the aim of the research, a collection of questions was floated, and 100 of them were chosen for study.



Figure 3.1 Analysis on Job performance via manager **Source:** Primary Data

In determining whether a person succeeds or fails in their career, relationships with management are the most crucial factor. Through a variety of techniques, like as performance evaluations, constructive criticism, and behaviour modelling, managers have the power to influence employee performance.

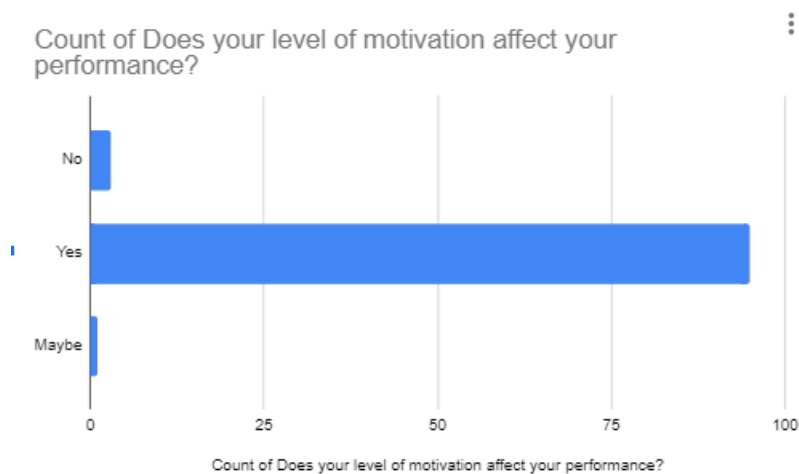


Figure 3.2 Analysis on performance via motivation **Source:** Primary Data

Yes, Employees who are motivated accomplish their jobs better than those who are not. Employee aptitude and skill levels greatly rise with improved motivation. As a result, they participate more actively in the manufacturing process and produce goods of the highest calibre.

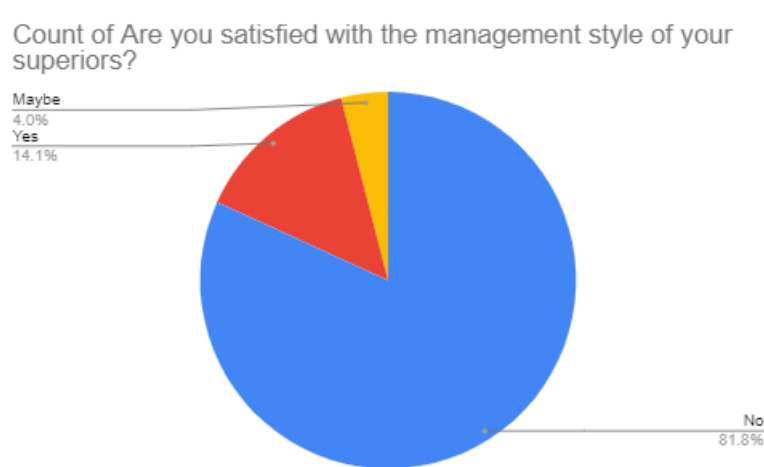


Figure 3.3 Analysis of management style via superiors

Source: Primary Data

No as many of our respondents disagree with this they are not satisfied with the management style of their superiors. The ultimate choice will be made by the management.

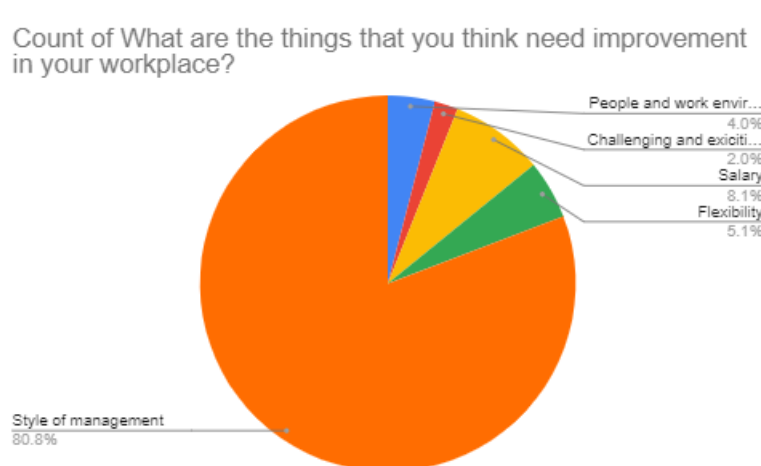


Figure 3.4 Need of improvement in workplace

Source: Primary Data

By having a better grasp of management styles, the company can develop and put into practice policies for the kinds of managers that will work best for you, which will increase employee engagement, decrease turnover, and improve business results.



Figure 3.5 Factors to be productive

Source: Primary Data

The primary motivation for working is having money. Employers are aware of this, and many of them recognise great employees by giving them bonuses and other prizes. Giving workers who work hard money is a fair and effective way for management to reward them since, in the majority of cases, money is what drives people.

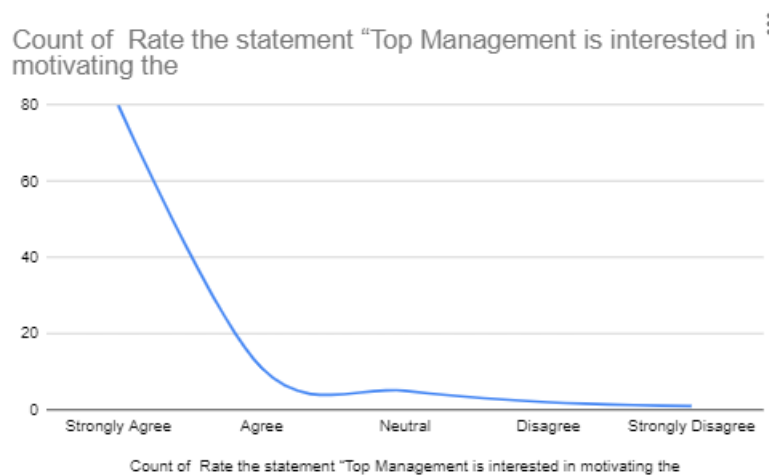


Figure 3.6 Analysis of the survey

Source: Primary Data

Every employee should have specific, attainable goals, and performance reviews should be given often. Give staff sincere praise and recognition. As a business owner, treat your personnel as partners.

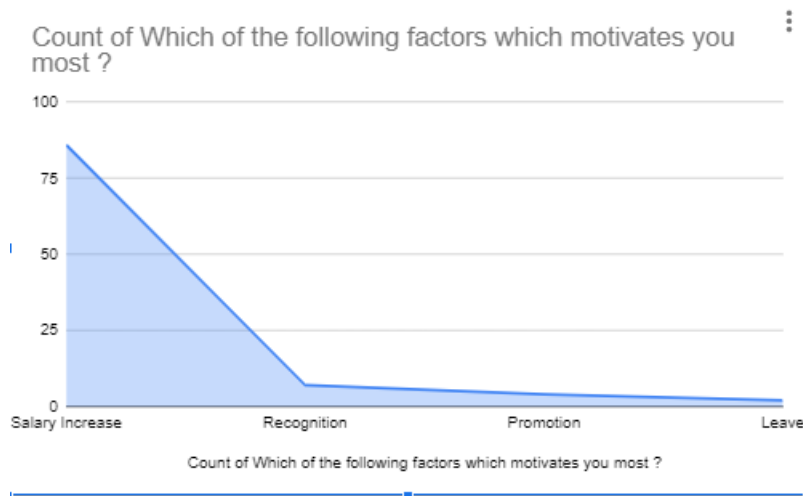


Figure 3.7 Factors of motivation

Source: Primary Data

Higher performance, Higher pay: Top performers will be encouraged to keep up their excellent standards of work by employers who reward them with raises, setting an example for others to follow. Usually, a highly motivated employee is one who is well compensated.

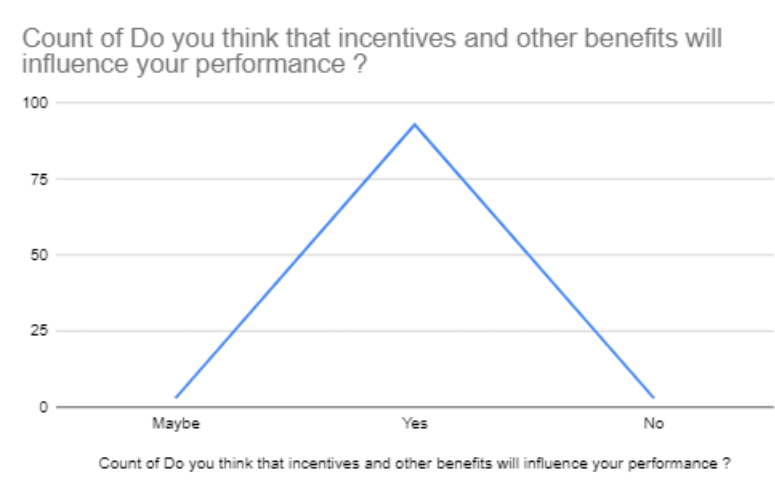


Figure 3.8 Other factors influencing performance

Source: Primary Data

Receiving incentives gives workers a goal to strive for and a concrete reward for their good performance. When given an incentive, 85% of workers say they are more motivated to work hard.

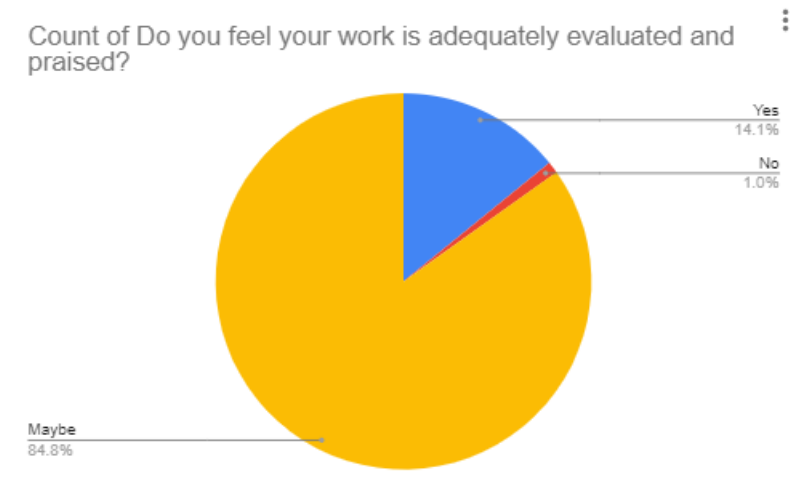


Figure 3.9 Analysis of work being evaluated & praised

Source: Primary Data

One often receive bad comments or criticism, but you hardly ever get appreciation. The feedback you get on lengthy tasks or projects isn't helpful. Your work is taken credit for by others.

Chapter 4

DATA ANALYSIS

An analysis is based on the statistical techniques pre-decided as the research methodology. The convenience sampling approach was used to collect data from the respondents, who belonged to consulting organisations. The data are shown in the table below.

Table 4.1 : Analysis of the data from the survey

HRM Factors of Motivation	NO	MAYBE	YES
Performance Management	2	6	89
Style of Management	76	4	11
Motivation Level	3	1	96
Career Advancement	1	13	86
Rewards System	3	3	94
Recognition and Appreciation	1	77	12

According to the data received by the employees of the consulting organizations it was concluded that the following analysis and interpretation may be made: performance management activities in the given organisations receive scores of 89,96 satisfaction for Motivation level,86 Career Advancement and 94 for the rewards system, respectively, with the remaining answer percentages being no and maybe. The style of management in the organization indicated the score of 76 which hence proved that employees were not happy with the management style in the organization. Further Recognition and Appreciation indicated “maybe” response which indicated that employees feel their work might or might not be praised as they put up hardwork in the organizations.

Rewards System have been a significant aspect that affects the employee's motivation and records the lowest score of satisfaction; ratings for recognition and appreciation practises are unsatisfactory. One may argue that the organisation ought to maintain a balance between financial and non-financial rewards.

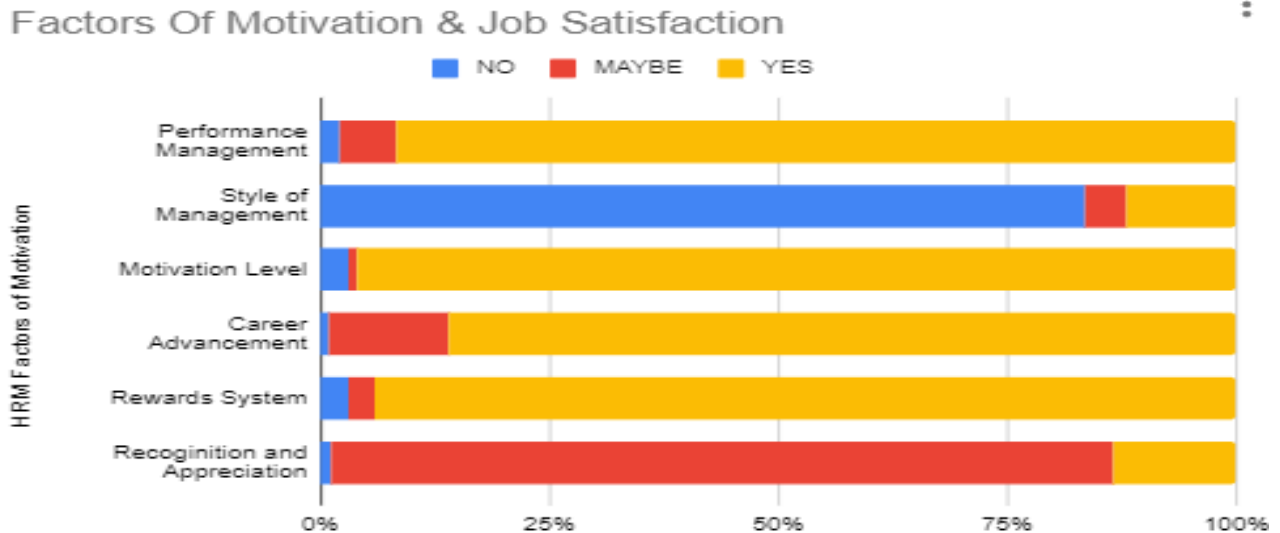


Figure 4.1 Factors of Motivation & Job satisfaction

Source: Primary Data

Therefore, An employee that is motivated is enthusiastic, focused, and takes pride in their job. They work swiftly, take initiative, and want to do a good job for both themselves and the business. Making ensuring your team is motivated is the first step to enhancing employee happiness. Further are the similar aspects of motivation :-

- Make Sure the style of management is suitable for the employees which can further provide them with great results.
- The Organization must have a clear vision of goals tha must be given to the employees.
- Frequent targets allotted to the employees might help in further ways.
- Recognition & Appreciation is important in the workplace this will motivate employees to work in more better ways.
- Offer Better rewards to the employees that will provide them a comfortable life.
- Support staff motivation by supporting employee well being.

Regression analysis

Linear regression is a statistical technique that aims to analyze and model the relationship between a dependent variable and an independent variable. The main goal of linear regression is to determine the linear equation that most accurately describes the association between the variables. Regression analysis is carried out in SPSS to understand the relationship between the dependent variable and independent variables.

Dependent Variable : Style of Management

Independent Variable : Motivation

Table 4.2 : Variables Entered/Removed

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Motivation level ^b	.	Enter

a. Dependent Variable: Style of Management
b. All requested variables entered.

Table 4.3 : Coefficients

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.456	.337		.000
	Rep	.389	.097	.353	.000

a. Dependent Variable: Style of Management
b. Predictors: (Constant), Motivation level

Table 4.4 : Analysis of variables

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.456	.337		.000
	Rep	.389	.097	.353	.000

a. Dependent Variable: Style of Management

Based on the information presented in table 4.3 and table 4.4, it can be inferred that the regression model successfully predicts the dependent variable. The "Sig." column provides information about the statistical significance of the regression model, and if the p-value is less than 0.05, then there is a significant relationship between the independent and dependent variables. As the p-value in the "Sig." column is 0.000 which is less than 0.05, it can be inferred that the null hypothesis can be rejected. This indicates that there is a statistically significant impact of Motivation on the consulting employees , characterized by a low degree of positive correlation.

Chapter 5

RECOMMENDATIONS & CONCLUSION

This chapter details the recommendations and conclusion of the study ‘**A Study on Employee Motivation in Consulting Organization**’ based on the analysis and findings.

5.1 Recommendations

- Motivation process works well when the bottom, middle and top management is involved with in it.
- Organisations should make sure the goals and objectives are aligned to them in a particular way which can tend to provide them with great benefits and help in generating more results further recognition and appreciation must also be given to the employees.
- Understanding what employees needs the most which personally and as a group is essential to inspiring the workforce.
- The management will need to seclude staff in setting goals and decision making for the employees this will help in boosting the morale and instill a feeling of accountability in achieving goals and objectives of the organization.
- Organisations should have a performance management system that rewards, recognises, and continuously shows appreciation for positive behaviour.
- Organisations must create and define organisational structures and procedures, including those for performance management, remuneration and incentives, training and development, and so on, in a way that supports and facilitates work and aids in developing a motivated and committed workplace environment.
- The organization must provide with ample no. of opportunities to the employee which can help in career growth of the employees.

- Organisations must create and establish organisational structures and procedures such as training and development, performance management, remuneration and incentives, etc. that support and facilitate work and aid in developing an atmosphere where employees are motivated and dedicated.

5.2 Conclusion

- **Impact of HRM policies and practices on employee motivation and job satisfaction:** I've come to the conclusion from my research that motivated personnel improve productivity and performance inside an organisation. It is important for employees to be motivated in the organizational setup to make sure that the aura that is being created by the style of management is essential for them to give an output of great results. Although several factors are necessary for every firm to flourish, the employees are by far the most important one. If an organization's employees are motivated by organisational goals, it may be simple for it to achieve its goals.
- **Effective ways of motivation practiced by organizations:** Due to insufficient understanding and implementation of employee motivation by many businesses, employees are leaving such companies in search of better places to work. It might be difficult to understand each employee's motivation since human nature is so complicated. Maintaining employee motivation is also essential since it has a direct impact on the success of the business. A company's human capital is its most important resource. Today's organisations also confront a significant difficulty in retaining current employees as well as attracting fresh talent, and long-term organisational performance may be influenced by motivating techniques.
- **The challenges to motivation and job satisfaction:** Leadership plays a crucial role in fostering employee engagement by establishing transparent and two-way communication where employees' views and contributions are valued and respected. By building strong relationships with their workforce, leaders can create a work culture that prioritizes employee engagement. To achieve this, organizations must embrace effective management philosophies

that recognize and cultivate employees' talents and potential while providing enriching professional experiences. When organizations prioritize employee engagement, they are more likely to succeed in today's competitive marketplace. The drivers of employee engagement include motivating employees to be fully committed and involved in their work, encouraging them to care about their organization and colleagues, and creating a work environment where employees are willing to go above and beyond to achieve success. By focusing on these drivers, organizations can create a workplace that fosters engagement, productivity, and success.

- **The relation between motivation and style of management in consulting organization:**
As we can see through regression analysis the relationship between style of management and motivation go hand in hand which is necessary in the organization to have a positive environment.

Chapter 6

LIMITATIONS & FURTHER RESEARCH

To allow researchers with insight for further analysis, this chapter presents the limitation of study and scope for further work.

6.1 Limitations of the Research & Further Research

The research's main motive is to find the relationship between employee motivation, job satisfaction, and the ability to commit employees. Because the research is constrained to the body of literature that is currently in existence and to the opinions and ideas provided by the questioned employees.

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ANNEXURE

Does your Manager or supervisor directly affect your job performance?

Yes

No

Maybe

Are you satisfied with the management style of your superiors?

Yes

No

Maybe

Does your level of motivation affect your performance?

Yes

No

Maybe

Do you feel your work is adequately evaluated and praised?

Yes

No

Maybe

Do you think that incentives and other benefits will influence your performance ?

Yes

No

Maybe

Which of the following factors which motivates you most ?

Salary Increase

Promotion

Leave

Recognition

Motivational talks

Rate the statement “Top Management is interested in motivating the employees”?

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

What are the things that you think need improvement in your workplace?

People and work environment

Style of management

Challenging and exciting job

Flexibility

Salary

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