

NMIMS Global Access
School for Continuing Education (NGA-SCE)

Course: Organisational Behaviour

Model Answer

Important Instructions:

- The below questions and answers are only for reference purpose “*Model answers*” and will help you understand how to prepare Assignments
 - Please do not use this for submitting any assignment
 - **Understand the following:**
 - ✓ 3 major aspects of Assignment [Introduction, Concept and conclusion]
 - ✓ Marks allotted for every section
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Question:

Karan recently joined as manager HR in a leading E commerce company. On the surface itself he could sense that people were quite hostile with each other and the employee turnover was also high. Karan did a lot of rapport building with individuals across functions and understood that it was a clear case where people were demotivated and reasons were like less salary, no appreciation, and monotonous work, fixed and hectic working schedule. What motivational techniques can Karan use to revive the morale of the workforce? Provide concluding remarks to emphasise that why it is important for the employer/ organisation to keep the employees/ workforce motivated **(10 Marks)**

Answer:

Introduction: (20% weightage) (2 marks)

Motivation: Motivation is the intention for individual's activities, longings, and desires. An intention is what stimulates the individual to perform in a definite way, or at least improve a predisposition for precise conduct. Employees when striving to achieve organisational effectiveness definitely have their innate needs which they want to fulfil. It is an utmost important activity for an organisation to keep the workforce happy and motivated because these human forces are the ones which drives its

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(Organisation's) success or failure. Employees are the differentiating factors between any two organisations so to keep them in high spirits is a mandate.

In the above case Karan the HR manager sensed alienation and low morale within the employees for which he did a root cause analysis by talking to employees in different functions. He also understood that the reason behind such low motivation were certain factors which the organisation was either overlooking or was not aware as probably such investigation was not done before. Karan being the HR manager knew very well that such factors should not be avoided as they might become a huge matter of concern which was already visible by high employee turnover. He wanted to take corrective measure for these issues prevailing in the organisation

Concepts & Application: (60% Weightage) (6 marks)

As Karan was very well aware of the repercussions of overlooking the employee motivational aspects he should take or propose these motivational techniques so that the morale of the workforce is revived. These motivational techniques can be:

- **Monetary and Non-monetary Benefits:** The organisation can provide better salary and fringe benefits to the employees. The non-monetary benefits can be some gift vouchers which can be given to employees during festive times. Salary is always a driving force for employees. Equity theory of motivation comes quite handy here as individuals always compare their input with their output. Whenever they find disparity as they right now are feeling in Karan's organisation which is causing to be a huge demotivating factor for them. The employees' salary should be as per the industry standards as well as their output. If Karan works on this aspect definitely a considerable positive impact would be noticed
- **Job enrichment:** The other factor which Karan noticed was that the employees agreed on the fact that they found their jobs to be monotonous. Job enrichment would help the organisation in retaining employee morale as well as reduction in the turnover by empowering of the

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employees. The employees and their managers would share their responsibilities and when such activity will take place then they (the employees) would feel more involved and committed towards their workplace. Job enrichment would definitely lead to an upsurge in the organisational effectiveness.

- **Job Rotation:** Again visiting the previous fact which the HR manager Karan found that their work was monotonous another technique which can be used here is job rotation. Since the employees when do the same work on a regular basis find no challenges faced in their current profile therefore monotony sets the tone. Therefore it is very crucial that Karan proposes job rotation wherein the employees would be given different job profiles at different point of times so that the work stays interesting and challenging. It will definitely prove to be quite a crucial aid to increase employee morale.
- **Goal Setting:** The employee in Karan's organisation felt alienated for the sole reason that they are not made a part of the goal setting. To increase the employee involvement and interest it is of significant importance that the employee should be a major source of participation while the goals are set. Such involvement will make them more aligned to organisational success and they will be more committed towards achieving the same.
- **Alternate Work Schedule:** The other reason which Karan understood by conversing with the workforce was that they were not happy or rather very demotivated because of the fixed work schedules. Every employee in the organisation may have their own personal commitments apart from the professional ones which one might not be able to fulfil because of the strict work schedules. Opening the perspective of having a flexible work schedule can influence the workforce to yield better performance. The organisation can opt for staggered hours where people/ individuals can work on a shift basis. Apart from that Karan can also propose to have compressed work weeks so that employees are able to have a better work life balance and are motivated at work. In a month few days can be also given as work from home options. When all these needs of the employees are catered and taken care definitely it is going to

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show a very positive influence on the employee morale as well as the organisational effectiveness.

Conclusion: (20% Weightage) (2 marks)

It is of utmost importance that the employer/ organisation must keep the employees/ workforce motivated because Studies exhibit that a motivated, involved and receptive employees are considerably more industrious and creative than an unenthusiastic, uninterested set of employees. When workforce sense commitment, they are more involved to work tougher for the betterment of the organisation, as they can see immediately what their assistance mean to its accomplishment. In the above scenario also the employees' needs are when taken care by the organisation it clearly would be reflected in their (employees') elevated levels of morale/motivation. An empowered and motivated employee is the one who is going to definitely increase the organisational effectiveness.

Apart from just being productive and committed these motivated employees would constantly create greater excellence in their results and the most definite part that the employee turnover would also reduce. This will eventually save the organisation's effort, time and money for searching and training the alternatives/replacements

The assistances made by involved personnel are essential to the accomplishment of any organisational objective. In a very similar way, detached workforce can have an absolutely conflicting, but similarly noteworthy, influence on the organisational goal. These all are the reasons that it becomes so vital to keep the motivation of your workforce elevated.
