

# Fwd\_ UKS31396

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**INDIVIDUAL RESEARCH PROPOSAL**

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**ROLE OF EMPLOYEE MOTIVATION ON ORGANISATIONAL  
PERFORMANCE OF TCS IN INDIA.**

## Abstract

2

The main purpose of this research is to understand the role of employee motivation on employees' performance of TCS. Therefore, various articles have been analyzed to collect the proper information regarding this research topic. This article will help to understand the importance of employee motivation and how it will help to increase the organization's performance. Also, a specific strategy has been discussed that a manager prefers to use to motivate their employees. In connection to the development of the research process, the positivism philosophy and deductive approach have been identified for better methodological understanding. In addition, the application of the interview would provide a certain understanding of the data collection process in the subjective mode of data. In addition, the ethical concern is required to maintain by providing the proper data protection and denying the data manipulation process.

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15

## **Introduction**

### **Introduction**

This research will analyze the importance of employees' motivation and how TCS manage their employees in India. Therefore, the below specific article will analyze what will help to identify the proper information related to this research topic. After that, the methodology section will help to identify the proper methods which will help to complete this research paper.

### **Background of the research**

In the organization, employee motivation is the popular strategy to improve the organization's performance. Therefore, this research will analyze the role of employees' motivation on the organisational performance of Tata consultancy services (TCS). TCS is an Indian multinational information technology service and consulting organization. The headquarters of this organization is in Mumbai, India (tcs.com, 2023). Not only India but also it operates in 46 other countries and TCS had over 600000 employees worldwide. Employees are the main key factor for the growth of this organization therefore this research will identify how employees' motivation will assist to increase the marketing growth of TCS in India.

### **Research relational**

The main reason to conduct this is to analyze the importance of employees' motivation. Therefore, this research will analyze the case study of TCS India and its employee's performance. It is a multinational consultant and service therefore the management team motivated their employees by providing positive feedback or revenue. Why employee motivation is important and how it works to increase the growth of any organization. This research will help to identify the proper information on this question. In the present year, there are more than 60000 employees worldwide therefore different types of strategies are used by the manager of TCS, which will discuss in the research paper

### **Problem statement**

At the current time, the rate of employee turnover rate increases therefore the management team should motivate their employees to engage them in any work. In this way, this research will identify the role of employees' motivation on TCS. As per the NDTV news report, in the past year, the attrition rate was nearly 20% (ndtv.com, 2023). Therefore, to solve this problem, employee motivation is a major strategy for this organization. That is why this research will help to identify the role of employees' motivation and its benefits for TCS. Apart from this, this

research will <sup>10</sup> help to solve this problem by providing the proper information about the importance of their employees.

## Research Question(s) and Research Objectives

### <sup>6</sup> Aim of the research

The main purpose of this research is to identify the role of employees' motivation on the organisational performance of TCS in India.

### Research objectives

- To identify the importance <sup>2</sup> of employee motivation on the organisational performance of TCS
- To understand the specific strategy which TCS use to motivate their employees
- To identify the challenges faced by TCS during the time of motivating their employees

### Research questions

- What is the importance of employees' motivation on organization performance?
- Which strategy does TCS use to motivate their employees?
- Which kinds of challenges did TCS face to motivate their employees?

This research will analyze the importance of employees' motivation on the organizational performance of TCS therefore, this research will help to identify the specific strategy which this organization prefers to use to motivate their employees. Apart from this, the challenges which this organization faced due to their employees will be discussed in this research paper.

## Literature Review

### Importance of employees' Motivation on organisation performance

According to Ali and Anwar (2021), employee motivation will assist improve the product quality of an organisation. After they are motivated, the worker does their job professionally and products can be done without interruption. Apart from this, employees can understand their roles and responsibilities. The skills and aptitude of employees also increase significantly through motivation. They can be engaging themselves in any work that will help to increase the product quality of any organisation.

On the other hand, Guterresa *et al.* (2020), said that employees' motivation can help to fulfil the satisfaction of every customer. Through this process, employees can understand the importance of their employees and they will identify specific ways to improve the customer's goals. Through this motivation, it impacts the behaviour of every employee therefore, they improve their

communication skills among the consumers. In this way, it will help to improve the customer service of any organisation. Especially in the case of the IT sector, and consulting services employee motivation is the main key factor to fulfil the consumer satisfaction level where employees will provide extra effort to complete any task for their organization. In order to for any innovation in the organisation employees' motivation is the main key factor where employees are feeling appreciated and they prefer to support their organisation. They can understand that employees are the main assets of the organisation and without their participation, it is not possible to innovate new technology or services for their organisation. Therefore, with the help of motivation employees engage themselves in doing any project or service and they provide their best knowledge to fulfill the project. Motivated employees also provided their best knowledge and time to complete any task for their organization because they knew about the importance of their skills for the organization performance. In this way, employees' motivation will help to improve the organisation's growth. Apart from this, to reduce the employee turnover rate in any organisation, employee motivation plays an important role.

Similarly, Ozkeser (2019), said that employees' motivation and employees hard-work together contribute to an exceptionally high retention rate. Through the employee's motivation, employees can be solving the issues they face in the time of workplace which is why it impacts to reduce the turnover rate for any organisation. Apart from this, the manager and leader are also involved to collect the proper feedback from their employees and understand the challenges which their employees face for their organisation. In this way, it will help to provide a specific motivation strategy for the improved satisfaction level of every employee. Managers need to be communicating with their employees and providing positive knowledge and skills regarding their work and service. In this way, motivated employees always assist to fulfil the goals of every consumer and client of their organisation.

#### **Employees motivation strategy used by an organisation**

According to, Niati *et al.* (2021), in the organisation, the management team and leader always prefer to use a number of effective techniques and strategies to keep employees feeling motivated and it also impacts increasing the performance growth of their business. Apart from this, one of these major strategies is to create SMART goals for their employees which is an excellent motivation technique for motivation. In the IT sector or consult sectors, the management team always prefers to follow this technique to motivate their employees. As a team

all employees are doing their job to fulfil the goals of their organisation therefore, SMART goals haloed to identify each employee's roles and responsibilities for this specific work and they also understand how and what they can contribute to their organisation.

On the other hand, Addair (2019), said that an employee incentive program is another helpful strategy for employee motivation. With the help of this programme, the management team of any organisation can be provided direct rewards among their team members for their hard work. This strategy not only helps to encourage the employees for doing their job but also will assist to improve the confidence level of every employee in the workplace. Employees will improve their skills and think about the process to fulfil the goal of their organisation. Raises are a big motivation for many yet most of the employees also appreciate other incentives such as paid time off, bonuses, gifts, topics and others. Apart from this, to maintain a good work-life balance in the workplace the management team of any organisation focused on the health and safety problem of their employees. In this way, the most multinational company provided health-related schemes that not only help the employees but also assist their family members to solve any disease. That is why this is a major important strategy to motivate the employees of any organisation. On the other hand, to maintain the help condition of employees, the multinational IT sector also provided work-from options for their employees. Therefore remote works option and family support may feel better about their organisation and the employees provided their best knowledge to improve the performance of their organisation. In the IT sector and manufacturing industry, the manager provided better opportunities for career development and achievement which is another important motivation strategy for their employees. This type of organisation prefers to offer free type on the job training and certification courses which will assist to encourage the new employees for doing their best performance. During the time of training, they identified the importance of this field and organisations. When employees can understand that this field or organisation can help in future to improve their career growth then the employees provide their best defecation for any work. This type of strategy in this sector was followed to motivate their employees and to improve the organisation's performance in the global market.

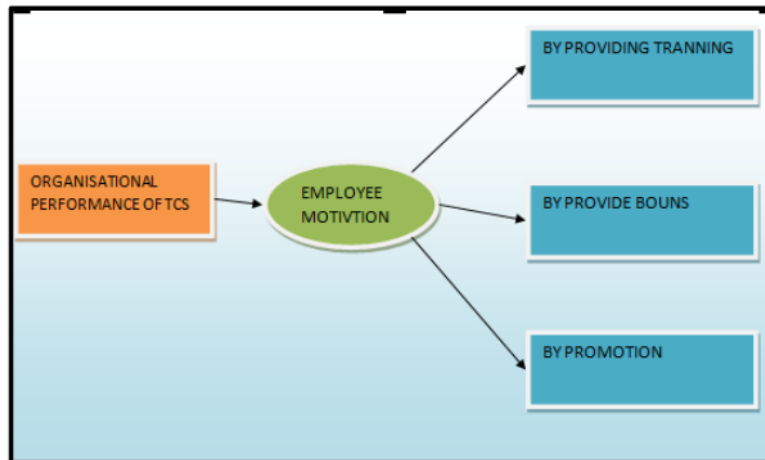
#### **The challenges by organizations during the time of motivating their employees**

According to Davidescu et al. (2020), the management team of an organization face challenges due to identifying the proper talents for their organization. Therefore it has been difficult to provide the proper motivation information for those specific employees who will help to improve

the organization performance. The major change is finding dependable talent. In order to improve the organization's performance, the manager of the IT sector always prefers to find the right person with the proper skills and experience. Although, it is too difficult for the manager to find out the proper talent for their organization and also most of the employees leave soon after the training and learning season. In this way, the organization failed to enhance their organisational performance by using motivational strategies such as training, learning skills and others. On the other hand, Basalamah and As'ad (2021), said that uncertainty can make it hard to get the team motivated. That is why during times of motivation, by providing proper training regarding specific organization goals the management team spends a huge amount and huge time for their employees which impact the financial growth of their organization. Apart from this, managers of IT sectors and others sectors have various responsibilities therefore it has been difficult to spend proper time for their employees. Especially in the case of India, they have a high population and the amount of employees are high as compared to other countries. Therefore, in this country, the management team faces employee turnover-related problems when after the increment in their salary they prefer to leave that specific sector and organization. The manager of an organization also knows that providing training is important for the new employees that will assist to improve economic growth. Although, proper training takes time and if the team never worked together before the manager faces challenges to provide the right solution for their problems. On the other hand, if the organization does not have any specific clear vision of what needs to be done and how they manage their employees then the management team of an organization faces some challenges to motivate their employees.



## Conceptual framework



**Figure 1: Conceptual framework**

(Source: self-created)

7

The main purpose of this research is to understand the role of employee motivation on organizational performance therefore the independent variable is organization performance which depends on the employee's motivation level. The manager needs to use a specific strategy to motivate their employees which will help to improve the organisational performance of TCS in India.

### *Hypotheses*

**H<sup>1</sup>:** Employee's motivation directly impacts on the organization's performance growth

**H<sup>0</sup>:** Employees' motivation improves the organization's performance although after motivation most of the employees change their workplace.

In the organization, the manager always provided a free training season and learning skills to improve the knowledge of their new employees. Through this motivational strategy manager will help to understand the goals of their project. Although, after the training season some of the employees change their worktor or organization due better opportunities. In this way, although employees' motivation impacts on the organization performance, yet some of the time managers face problems due to this type of incident.

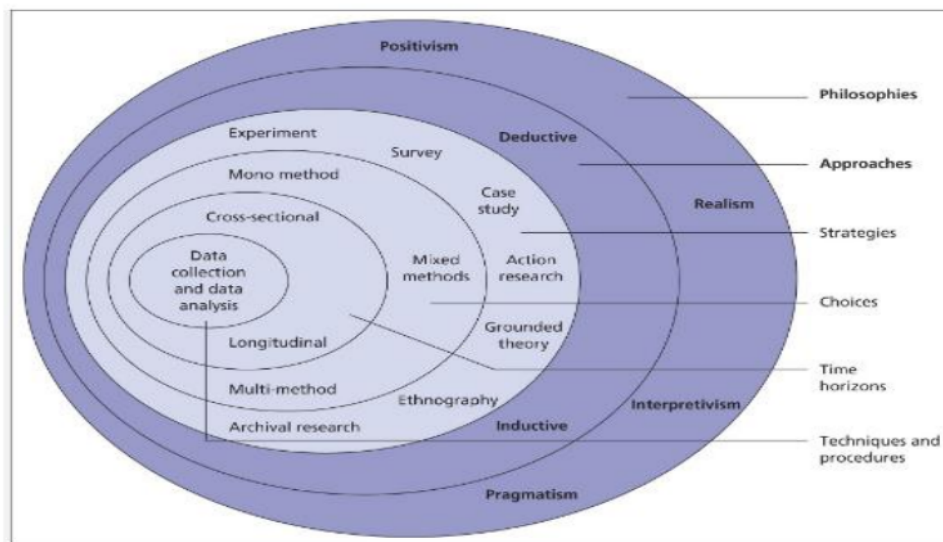
## Methodology

### Introduction

This section would deliver the idea regarding the methodological application of this research. Linking to this research onion will be applied for this research. <sup>1</sup> The application of the research philosophy and research approach is to be assessed <sup>1</sup> regarding the development of the research. This research will also follow the application of the data collection and related sampling process which through the possibility of proper data analysis can be confirmed. Ideas regarding the perception of the data analysis will be elaborated by providing support for the evidence. The ethical consideration and also the application of the Gantt chart provide a certain framework for the research process.

### Research onion

This research process would be developed by the process of getting support <sup>5</sup> of the research onion. With the support of the research onion, the probability of the step by step research acceleration can be marked. Herein, the positivism research philosophy, deductive approach and explanatory research design would be selected for the development of the research onion framework (RAHMAN, 2023). In addition, the procedure of keeping sequences of the research steps ensures the feasibility of the research process development.



**Figure2: Research onion**

(Source: Saunders *et al.* 2007)

<sup>1</sup> Application of the research onion is embedded regarding the matter of providing a certain understanding of the research value output generation.

### **Research philosophy**

In the present section of the research, philosophy basically refers to the principles concerning the stances where the research has been conducted. The chosen philosophy for the particular research will be positivism research philosophy.

#### ***Justification for choosing positivism research philosophy***

The primary reason to select this specific research philosophy is for gaining factual knowledge through observation as well as including measurements. Therefore, in the present study, the factual knowledge which will be gained from an observation regarding employee motivation on the organizational performance of TCS has been discussed thoroughly. Employee motivation is necessary for making the work culture and environment productive and ensure keeping positive results. Positivism philosophy generally depends on the observation process that is quantifiable. This will help in making the analysis of the research more reliable and lead to a statistical analysis process (Bleike et al., 2019). By using this philosophy, a well-defined structure will be created for conducting the research properly. Therefore, positivism will going to ensure a good structure for ensuring minimum room of errors.

Interpretivism research philosophy will not be selected for this specific study as it highly related to the subjective nature and its bias on behalf of researchers. It cannot be generalized as the collected data is highly impacted by the personal opinions and viewpoints.

### **Research approach**

For the present research, the deductive approach will be selected and implemented properly. The deductive research approach basically plays an essential role in observing and explaining relationship between several variables and concepts.

#### ***Justification of deductive approach***

<sup>3</sup> The main reason to choose this particular research approach is that the possibility in explaining the causal link or relationship between the different variables and the concept of the research study gets easier. Through this research approach, the link between employee motivation and their performance level in TCS can be identified properly. As it is important to keep the employee's confidence level up and motivated in each step of the organization and their position, this approach helps in measuring the concept quantitatively. The deductive approach will also

help in exploring the theories or the phenomenon and examining if the theory is valid or not in the provides circumstances. Therefore it will help in generalizing the findings of the present research up to the certain extents.

The inductive research approach will not be included in the research as this particular approach requires to choose and organize the data properly in order to formulate and ensure the data that has been gather is intelligible.

### **Research design**

Research design is the certain framework which helps to make application of the research regarding resources. Based on the characteristics, there are two types of research design such as explanatory, experimental, correlational and descriptive. In this research, explanatory research design has been selected for the process of developing the application of the suitable research. This can accelerate the process of finding out the certain research based data. Therefore, the possible depth regarding the research based data gathering can be confirmed. This can ensure the feasibility and research regarding operational sustainability as well. With the help of the explanatory research design, the possible and increased understanding of the research can be determined (Marsonet, 2019). On the other hand, the descriptive research design would hamper the shape of the research by demanding subjective type of data. Risk regarding the descriptive research design is interconnected regarding the fact of not identifying the research regarding value assessment and identification as well.

### **Data collection**

With the help of the smooth and trustworthy data collection process, this can be possible to keep development of the research value assessment and generating the data analysis process. The process of data collection helped the researcher to make a collection of the data on the certain research topic. Along with this, the feasibility can be determined through the process of making a collection of evidence based data. Based on the characteristics, the data collection process has been segmented in two types such as primary and secondary data collection (Bergdahl *et al.* 2019). Secondary data collection can be executed by making collection of data from the indirect source. On the other hand, the primary data collection connects to the direct source based data collection. Apart from that the research data type can be divided into two types such as quantitative and qualitative. Quantitative data refers to the process of doing surveys by making applications of numerical data collection. For this research Likert scale can be applied. Objective

types of questionnaires has been applied to make collection of the information. On the other hand, the qualitative data collection links to the process of subjective type of questions application. Transcript has been applied for the collection of the qualitative data in the shape of the interview. In this research the process of *interview data collection has been applied to make collection of the information.*

### **Sampling and sample sizes**

In connection to the research regarding data collection process of primary qualitative, the application of the purposive sampling has been effective. This would provide a certain shape of the sampling process development. Herein, 4 managers interview has been done for TCS India, For this process, a formal application has been provided to the organization for the permission of the information collection. Certain rules and regulations have been mentioned here as per the ethical consideration as well.

### **Data analysis**

Throughout the through data analysis process, this can be possible to make understanding the certain identification of the motivational concern of the organizational performance. Herein, the procedure of the employee motivation is to be assessed by focusing on the organizational management strategies. This would also require an assessment of the strategy regarding the monetary application and also the positive environmental concern. Linking to this the assessment of the interview question would frame the certain level of operational illustration and value generation in favor of organizational perspective.

### **Ethical consideration**

In terms of making development of the research process, ethical constraints have been required to maintain. Herein, the initial constraint can be marked as the maintenance of the Data Protection Act 2010. This ensures the confidentiality of the information. Secondly, this requires to deny the scope of manipulation of the data. Along with this any kind of commercialisation of the data has been strictly banned. In addition, the respondent's consent would also be required for the formulation of the strategy regarding data collection.

### Gantt chart

Particulars of the research process	Apr 1- Apr 15, 2023,	Apr 16- Apr 28	May 2- May 10	May 11 – May 20	May 21- May 31	June 1- June 15	June 16- June 30, 2023
Choose a specific research topic	•						
Submitting of the proposal	•						
Framing oit the research		•	•				
Developing the interview questions			•				
Implementation plan			•				
Technique selection			•	•	•		
Interview data collection				•	•		
Deliver the findings of the data					•	•	
Analysis of the data						•	
Getting the output						•	
Verification of the data							•
Submission							•

**Table 1: Gantt chart**

(Source: As created by researcher)



In order to complete this research proper planning is also important therefore the above gantt chart discussed the specific tasks and their times. After identifying the research topics, the task was to collect the proper information related to this research. In the second week, I mainly focused on identifying specific articles related to these topics. This research will focus on the primary data collection methods where interviews will be conducted to complete this research. Therefore, for this task around one or two weeks must be needed.

## **Conclusion**

From the above discussion it can be concluded that this research will help to understand the importance of employee motivation. This research will analyze various real-life incidents in the workplace of TCs that impact the organization's performance. Therefore, this research will focus on the interview process of the manager of TCS to understand the internal information of this organization. From the above-mentioned data collection process, a detailed assessment of the data can be confirmed. Linking to this, the positivist research philosophy and deductive research approach can be marked based on which the direction of the research process can be confirmed.

In addition, the primary qualitative data collection process has been followed for the process of securing data. A particular Gantt chart has been provided which helps to shape the proper time implementation for research.

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