A STUDY ON EFFECTIVENESS OF REWARD SYSTEM ON THE MOTIVATIONAL LEVEL OF EMPLOYEE AT BLUE IT SOLUTION COIMBATORE

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Abstract—*The general objective of the research was to study the effectiveness of rewards system and rmotivational level of employee. And the specific objectives were to identify the most effective means of rewards and recognition, to study the behavioral differences between appreciated and non-appreciated employees, to understand the extent to which motivation enhances employee's performance, to identify if the motivation has an effect on individual and organizational growth and to study if rewards and recognition results in emotional conflicts between employees. The descriptive research design was adopted for this study. Various employees from the companies were the respondents. It is evident from the study that a variety of factors influence employee motivation and satisfaction. It was also significant to discover that there is a direct and positive relationship between rewards and recognition and job satisfaction and motivation. Hence, if rewards and recognition offered to employees were to be altered, then there would be a corresponding change in work motivation and satisfaction. The direct translation of this could be that the better the rewards and recognition, the higher the levels of motivation and satisfaction, and possibly therefore, the greater the levels of performance and productivity. In the event of major inconsistencies, especially for emotional conflicts between performers and non performers, the organisation should make an effort to reassess and rectify this situation. In the event that the organisation does not reassess this situation, it could have a resultant negative impact on job performance and productivity as well as on the retention of minorities. In accordance with Maslow's hierarchy of needs, the lower level needs such as salary and benefits must first be met before the higher level needs, which impacts motivation can be satisfied. The research study has shown that managers can employ different strategies to motivate employees, but that it is important that managers keep in mind that different strategies would have a different motivational impact on different people. To get optimum results from a motivational strategy, the manager has to realize and understand issues, which requires recognition of each individual's unique values, beliefs and practices.*

INTRODUCTION

Reward system is an important tool that management can use to channel employee motivation in desired ways. In other words, reward systems seek to attract people to join the organization to keep them coming to work, and motivate them to perform to high levels. The reward system consists of all organization components including people processes rules and decision making activities involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organization.

OBJECTIVES OF THE STUDY

1. To know about the extent of motivation prevailing among the employees in Blue IT solution.

2. To identify the factor that influences the motivation level of employees.

3. To study about the satisfaction level of the employees working in Blue IT solution.

4. To offer valuable suggestions to improve the motivation and productivity of theemployees in Blue IT solution.

NEED FOR THE STUDY

The main purpose of the research study is to attain a deep insight into effectiveness of reward system on the motivational level of employees in Blue IT solution.

This research hopes to articulate more knowledge that will enable organisations to pay better attention when implementing reward strategies while also identifying ways to better motivate employees better in this sector.

SCOPE OF THE STUDY

The study will bring to light the effectiveness of reward system on the motivational level of employees in Blue it solution. It will identify the motivational factors that are available throughthe reward system. Hence, an attempt has been made to study the effectiveness of reward system on the motivational level of employees in blue it solution. This project is one platform to identify the Motivational Factors and de-motivational factors of the company employees. This study will be an added resource in the area of motivational practices and HRM.

LIMITATIONS OF THE STUDY

The following are considered as limitations by the researchers while carrying out thepresent study:

1. The study is confined to the employees in Blue it solution only and the result of the studymay or may not be extrapolated to the other companies or other institutions.

2. The survey method which was adopted for collecting primary data in this study had itsown limitation.

3. The sample of the study is restricted to 130 respondents.

4. Hence, the generalization of the findings of the study is subject to these limitations.

REVIEW OF LITERATURE

A total reward system is designed in such a way so that it departs from the conventional reward procedures and incorporates other intangible factors such as its characteristic of being holistic, takes on a contingency approach, integrates the rewards with the other functions and overall objective of the company, is more employee oriented, offers a personalized or customized approach, is distinctive and evolutionary so that it has the ability to adapt to the necessary changes (Martin, 2010).

Total rewards system is one of the recent developments in the field on human resource management and this concept is defined as using all the gears available to the company in order to magnetize, retain, encourage and gratify these employees and includes all forms of investments made in things that lead to employee satisfaction and are valued by the employees (Armstrong, 2002). He further elaborates about the components of a total reward system and says that it consists of both financial as well as non financial rewards. Financial rewards encompass factors such as base and variable pay, employee stock ownership and financial benefits while on the other hand non financial rewards include acknowledgment, prospects to develop skills and quality of life.

The concept of a total reward system originated from the US and represents the recognition of the statement that money is not everything as it recognizes the importance of other factors besides money such as offering flexible working hours to employees, trainings and working from home opportunities (Perry, 2007). As the twentieth century progressed, a vast body of literature regarding total rewards developed and the organizations moved from offering just compensation towards offering total rewards and now instead of offering homogenous rewards, organizations offer heterogeneous rewards that address the modern day situations in a better way (Chowdhury, 2003).

The reward systems were simply known as pay and compensation packages however this term has evolved considerable over the years and has been termed as total compensation or total rewards. Tropman (2001) has coined an innovative term for this total reward system and calls it cafeteria pay which is much more employee drive than its traditional counterpart. Reward systems should be viewed as a way in which the employees can be energized as even the most talented employees may not be able achieve full potential if they are not properly guided.

A company's commitment to a total rewards system is a sign the company has recognized employees as its most important resource and that financial or tangible rewards alone are necessary but not enough to motivate employees. Total rewards are a broad concept and it has implications related to leadership, growth opportunities, and recognition and job enablement. These systems have been developed in response to factors such as the constant war for keeping employees and a diverse workforce with diverse needs (Jensen, McMullen and Stark, 2007).

The main advantages of following a holistic approach towards reward system include enhancement of recruitment and selection activity, reduction in the fixed portion of the rewards system, developing employees, and increase in cooperation, inculcating creativity and innovation and reinforcement of good performance (Worldatwork, 2007). Organizations that foster such a program are in a better potion to attract and retain employees and remain more prominent in the eyes of the employees which is advantageous especially in a rigid labor market. Such a system helps in customizing rewards, is cost effective and may develop to become a competitive advantage for the company (Thompson and CIPD 2002).

Developing and designing a total rewards strategy is a five stage process (Manas and Graham, 2003). The first stage in the development is to craft a meticulous understanding of the key success factors of the business so the most important resources can be identified. The next phase involves conveying this knowledge to the employees so that they work on it and make the business successful. The third phase involves connecting employees with these success factors through a total rewards strategy. The fourth phase is concerned with leveraging the potential of employees using these reward systems while the last phase relates to evaluation and feedback so that the necessary changes could be made to the strategy.

A good reward system should be able to cater to the human needs of the employees so that they have some value for it. It should be perceived as being a fair compensation for the amount of contribution made. The rewards system should also be able to meet the minimum standards set by the government so that it has no legal loopholes in it. In addition to this, the system should be cost effective and should be evaluated that whether that investment made in the form of rewards is generating the required return in terms of performance. Last but not the least, the rewards system should be able to support the corporate as well as business objectives of the company (Shields, 2007).

There has been debate regarding the objective of a rewards system and the most important functions a reward system should be able to fulfill are that it should be inline with and support the overall objective of the company, it should be an offshoot of the goals of the business, it should be based on judging the performance of employees, it should be able to encourage and reward preferred behaviors, it should complement the management style of the company, it should serve as a source of attracting and retaining the best talent and should be able to cater to the needs of the labor market (Cowling and Lundy, 1996).

Motivation has been defined in various ways and majority of these definitions refer to motivation as the aspiration of an individual to accomplish further than what is expected from them and this desire is propelled by internal factors rather than external factors and it creates a desire in the individual to become implicated in a constant urge for perfection and advancement (Torrington, Hall, Taylor & Atkinson, 2009). From this definition, it can be inferred that motivation is the innate condition or state that leads to the creation of a behavior that helps the individual in become directed towards a specific goal.

Franken (1994) has taken this definition to the next step and says that motivation is not just limited to stimulation and direction; it also encompasses persistence or permanence of that behavior. According to this view point, there are three basic components of motivation which are direction which decides what the person is trying to achieve, effort which defines the level of effort applied by that individual and persistence which relates to how long the individual keeps trying to achieve a result.

Various definition of motivation are available however these definitions are restrictive and can not define the motivation of an employee because they do not take into account the various challenges facing an employee. Career motivation has been defined as a function of certain factors which are the individual characteristics of the employee, the situation that the employee is facing, the career decision that the employee has made and the behaviors exhibited by the employee. Career motivation should be therefore viewed as a multidimensional phenomenon (London, 1983).

Hull (1943) came up with one of the initial contributions in explaining motivation and presented the drive theory that said that as human beings, we all possess needs which steer our stimuli that urge us to take action and try to satisfy the applicable needs. Because of the premise that it draws on, drive theory is therefore also famous as Drive Reduction Theory. The importance of this theory is that it forces us to consider factors that motivate an employee to take action and what are the drives that s/he wants to reduce.

Motivation is often termed to be a supposed construct that attempts to explore the reasons behind what people do and it relates to the study of instigation, strength, perseverance and worth of a goal directed behavior and motives are the requirements and desires that stimulate people to achieve something (Brophy, 2004). The study of motivation revolves

around the concept of energy which relates to the power of needs and desires to generate an urge and direction which helps give meaning to the behavior in relation to the external and internal stimuli (Deci and Ryan, 1985).

Various research studies have revealed that motivation because of its very nature is intrinsic because it relates to the very basic human behavior and when employees clearly understand what they are supposed to do, they are deeply motivated which leads to higher level of performance at work (Bruce and Pepitone, 1998). Studies have shown that approaches that involve the use of fear, manipulation or in other words, using a carrot and stick approach to motivate employees seldom works and may have negative consequences on the performance of employees while on the other hand, employees appreciate adopting a motivation approach that helps in attaining personal growth and a sense of purpose (Bruce, 2006).

Regarding the equity in wages, Adam (1965) argued that employees do their utmost to maintain equity between them and their colleagues and equity is accomplished when the ratio of employee output and inputs is equal to other employees' ratio. This serves as a standard of comparison and when they are compensated according to this criterion they feel that the rewards are just and fair and this leads to an increase in motivation. Incase employees believe that they have not been compensated justly in comparison to other employees then they may feel de motivated. A similar study was conducted that tried to link wag equity with employee motivation in profit and non profit sector employees. The study uncovered that there exists a strong relationship between employee motivation and wage equity which is a part of the total reward system (Leete, 1998).

The theories regarding employee motivation can be divided into four broad approaches; paternalistic approach, scientific management, management through participation and combination approach. The paternalistic approach argues that if the employer pampers and takes care of the employee's needs then the employees will be motivated to work hard while scientific management is the opposite extreme and believes in the systematic soldiering of the employees. The third approach believes that in order to get the employees motivated, it is best to get participation form them in determining their rewards. The fourth approach is a combination all three previous approaches and advises to develop reward systems that are able to achieve a balance of all three (Lawler, 1973).

Motivation is a very relevant concept in the workplace as well as it determines the persistence, intensity and quality of work that the employee performs and it is a psychological course that an employee takes when s/he interacts with the work environment and affects the level of keenness of an individual to do work. Whether an organization is operating at the national or international level, all face the challenge of developing incentive plans that cater to conflicting interests as the organization's goal is to maximize profits while the employees are more concerned about maximizing their personal wealth (Gunkel, 2006).

Among the humanistic theorists who have investigated motivation, Abraham Maslow is one of the most prominent. Maslow (1954) presented his famous hierarchy of needs theory that attempted to divide human desires as growth and deficiency needs. According to this concept, an employee cannot fulfill growth needs unless his deficiency needs have been taken care of and therefore there will be a difference in the factors that motivate an employee trying to fulfill deficiency needs and the one trying to fulfill growth needs.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It is the science of studying how a research is done. The researcher has explained the methods and steps adopted for achieving the purpose of the study and to arrive at a meaningful conclusion.

Research Design

The researcher has adopted descriptive research study since it describes the state of affairsas it exists at present.

Descriptive Research Design

Descriptive research design includes surveys and fact-finding, enquiries of differentkinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present. In social science and business research, researchers quite often use the term ex post facto research for descriptive research studies. The main characteristics of this method are that the researcher has not control over the variable, he can only report what has happened or what is happening.

Sample Size

A sample of 130 has been taken for this study.

Sampling Technique

The population is universe and so, study has done for deciding the sample respondents. The sample consists of 130 respondents and hence, the simple random sampling method technique was used in the survey.

Source of Data

Both primary and secondary data are used for the study.

Primary Data

The primary data is collected from the respondents through questionnaire. The questionnaire consists of various questions focusing on the rewards and motivation level of employees working in blue it solution , coimbatore.

Secondary Data

The researcher collected the secondary data from books, journals, web sites etc. The data relating to the Airtel services is collected from the various websites and respected company website.

TOOLS USED FOR ANALYSIS

The collected data is analyzed using the methods of Simple Percentage, Chi-square test and Weighted Average Method. The analyzed data is presented using charts and tables.

Percentage Analysis

Percentage refers to a special kind of ratios which is used in making comparison between two or more series of data.

Chi - Square Test

A family of probability distribution, differentiated by their degree of freedom, used to test a number of different hypotheses about variances, proportions and distributional goodness of fit. In order to find out whether there is any significant association between the selected independent variables and the dependent variable customer perception, the chi-square test is applied.

DATA ANALYSIS AND INTERPRETATION

CHI-SQUARE ANALYSIS

AGE AND LEVEL OF SATISFACTION TOWARDS FINANCIAL REWARD HAS GIVEN ALWAYS ENCOURAGING

Null Hypothesis (H_0) : There is no significant relationship between age of

the respondents and level of satisfaction towards financial rewards has given always encouraging.

Alternative Hypothesis (H_1) : There is a close significant relationship between age

of the respondents and level of satisfaction towards financial rewards has given always encouraging.

TABLE NO. 1

AGE AND LEVEL OF SATISFACTION TOWARDS FINANCIAL REWARD HAS GIVEN ALWAYS ENCOURAGING (TWO-WAY TABLE)

S.No.	Age	Level of Satisfaction			Total
		HS	S	NS	
1.	Below 25 years	14 (48.3%)	8 (27.6%)	7 (24.1%)	**29**
2.	25 to 35 years	15 (32.6%)	22 (47.8%)	9 (19.6%)	**46**
3.	36 to 45 years	14 (43.8%)	11 (34.4%)	7 (21.9%)	**32**
4.	Above 45 years	10 (43.5%)	7 (30.4%)	6 (26.1%)	**23**
	Total	**53**	**48**	**29**	**130**

CHI-SQUARE RESULT:

Calculated Chisquare Value	=	18.096
Degree of Freedom	=	6
Table value	=	16.811
Significant level	=	Significant at 1% level

INFERENCE

It is noted from the above analysis that the calculated chi-square value is greater than the table value. So, Null hypothesis rejected. Hence, there is a close significant relationship between age of the employees and level of satisfaction towards financial rewards has given always encouraging.

GENDER AND LEVEL OF SATISFACTION TOWARDS NON-FINANCIAL REWARD HAS GIVEN ALWAYS ENCOURAGING

Null Hypothesis (H_0)	:	There is no significant relationship between gender
		of the respondents and level of satisfaction towards non-financial rewards has given always encouraging.
Alternative Hypothesis (H_1)	:	There is a close significant relationship between
		gender of the respondents and level of satisfaction towards non-financial rewards has given always encouraging.

TABLE NO. 2

GENDER AND LEVEL OF SATISFACTION TOWARDS NON-FINANCIAL REWARD HAS GIVEN ALWAYS ENCOURAGING (TWO-WAY TABLE)

S.No.	Gender	Level of Satisfaction			Total
		HS	S	NS	
1.	Male	29 (37.2%)	27 (34.6%)	22 (28.2%)	78
2.	Female	20 (38.5%)	18 (34.6%)	14 (26.9%)	52
	Total	**49**	**45**	**36**	**130**

CHI-SQUARE RESULT:

Calculated chisquare Value	=	2.023
Degree of Freedom	=	2
Table value	=	5.991
Significant level	=	Not Significant

INFERENCE

It is noted from the above analysis that the calculated chi-square value is lesser than the table value. So, Null hypothesis is accepted. Hence, there is no significant relationship between gender of the respondents and level of satisfaction towards non-financial rewards has given always encouraging.

FINDINGS

- It is noted from the analysis that the majority (35.4%) of the respondents belong tothe age group of 25 to 35 years.

- It is observed from the analysis that the majority (60.0%) of the respondents are male.

- From the analysis, it is identified that the majority (35.4%) of the respondents arequalified UG degree.

- It is stated from the analysis that the majority (63.1%) of the respondents are married.

- From the analysis, it is inferred that the majority (43.1%) of the respondents areearning Rs.10,001 to Rs.20,000 monthly.

- From the analysis, it is inferred that the majority (66.9%) of the respondents areworking in technical department.

- It is found from the analysis that the majority (41.5%) of the respondents are workingas technical assistants.

- It is found from the analysis that the majority (43.9%) of the respondents are havingthe working experience of 5-10 years

- It is found from the analysis that most (67.7%) of the respondents are working ingeneral shift.

- From the analysis, it is inferred that the majority (35.4%) of the respondents opinedthat frequency of rewards in their organization as occasionally.

- It is found from the analysis that the majority (46.9%) of the respondents opined thatfinancial rewards as important for employee motivation.

- From the analysis, it is stated that the majority (30.0%) of the respondents opined that awards as available non-monetary rewards in their organisation.

- It is stated that majority (44.6%) of respondents opined that efforts recognition by the management as fair.

- It is stated that majority (41.5%) of respondents opined that receiving recognition for team accomplishment as fair.

- It is found that majority (50.8%) of respondents have average motivational effect towards the verbal praise of appreciation from the manager in front of the colleagues.

- It is found that majority (41.5%) of respondents opined that reward for outstanding customer service as extremely important.

- It is stated that majority (45.4%) of respondents opined that importance of reward towards consistently doing a good job as fair.

- It is stated that majority (42.3%) of respondents are not satisfied towards current rewards and recognition programs offered by the company.

- It is stated that majority (36.2%) of respondents are highly satisfied towards working condition in the company.

- It is stated that majority (40.8%) of respondents are not satisfied towards financial rewards has given always encouraging.

- It is stated that majority (37.7%) of respondents are not satisfied towards non- financial rewards has given always encouraging.

- It is found that majority (50.0%) of respondents agreed that they perform well in this job because the attractive reward system is followed in the company.

CHI-SQUARE ANALYSIS

- From the Chi-square analysis, it is found that there is a close significant relationship between age of the employees and level of satisfaction towards financial rewards has given always encouraging.

- It could be observed from the result of Chi-square analysis that there is no significant relationship between gender of the respondents and level of satisfaction towards non- financial rewards has given always encouraging.

- The Chi-square analysis result outlined that there is no significant relationship between educational qualification and opinion towards importance of reward towards consistently doing a good job.

- From the chi-square examination it was noted that there is a close significant relationship between type of working department and importance of reward towards outstanding customer service.

- It could be observed from the result of Chi-square analysis that there is no significant relationship between frequency of rewards in organization and performing well due to the attractive reward system is followed in the company.

SUGGESTIONS

The following are the suggestions, which will enable them to work still more effectively.

1. The company should give the employees appropriate training to increase their knowledge and skill, establish reward mechanisms in which good job is rewarded through various financial and non-financial incentives, build a distinctive corporate culture that encourages hard work and keeps success stories alive, develop a strong performance management system which holds managers and employees accountable for the behaviour they bring to the workplace, place focus on top-performing employees to reduce their turnover and maintain or increase business performance.

2. Employees are of the opinion that salaries are not satisfactory in relation to their contribution, and that salaries are not market related. The organization must ensure that their reward programmes are fairly competitive if they want to retain top talent.

3. The organization should provide annual increases in line with inflation. Annual salary increases were rated as one of the most significant factors in motivating employees, yet many respondents felt that increases are not decided on in a fair manner.

4. Steps could be taken to improve the existing recreational facilities, as it would improve both motivation and productivity.

5. The company can provide housing loan and personal loan to the workers to fulfill their needs.

CONCLUSION

This study was conducted in to know the effectiveness of reward systems on the motivational level of employees in Blue it solution. More specifically it assisted the organization to examine which rewards are most preferred. Rewards and recognition in these days are a familiar concept used by most organizations as a tool for employee motivation. Understanding what motivates an employee has always been a key challenge for managers, but considering the importance of it for an organization success, one has to continuously attempt to understand it better. These are the essential part of the company's success and its ability to attract and retain top performers in an increasingly competitive environment.

It is important for the organization to improve the return on their human resources investment by aligning reward systems with business strategy and improving the value delivered to employees. Finally, suggestions were made to the company on how reward systems can be improved to more effectively motivate employees. Implementing an effective total rewards system may result in satisfied, engaged and productive employees, who in turn may create desired business results for this given organization.

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