DIFFERENT EXPECTATIONS AND THE MOTIVATION FACTORS AMONG THE EMPLOYEES WORKING IN IT SECTOR AND ITS IMPACT: A STUDY BASED ON KOLKATA

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ABSTRACT: *Satisfaction of employees and their levels of motivation are playing vital and dominant role in order to develop a successful and healthy business in the modern age. Employees or the human capital are the main pillars and strengths of any service sector or employee intensive industry like IT industry. The IT sectors are trying to fulfill their employees expectations by providing good workplace as well as other benefits and opportunities. The levels of motivation of the IT employees will be increased if their expectations are fulfilled and accordingly it will positively affect their work performance. In this study, different forms of expectations and the motivation factors of IT employees working in Kolkata are being focused and highlighted.*

Keywords: Employee, Expectation, Motivation, Performance.

INTRODUCTION

In modern era Employee satisfaction and motivation are very important and essential factors to develop a successful and healthy business. Employees always desire to get some expectations from their organizations which help them to set their mind for the growth of the company and bring the satisfaction. Employees have their own expectations, and if those expectations aren't met, some of the employers best soldiers will eventually looks elsewhere. Now- a - days, many business sectors, specially the IT sectors are trying to fulfill employees expectations by providing good workplace as well as other benefits. Respect, trust, positive social interaction, opportunities to contribute, and purposeful work are all part of a solid foundation your employees expect you to provide. It's a great place to build from, and to build truly magnificent culture, it's necessary to introduce autonomy and recognition. In IT sector all the employees need to establish regular work schedules with starting and stopping times and lunch or Tiffin breaks. Schedules must be approved by the project manger or the team leader/supervisor and submitted to the department timekeeper.

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Employees want to be mentored, not micromanaged. To provide employees with opportunities for meaningful contributions, it is essential to cultivate a trustful relationship between manager and employee. Specially in IT sector, Employee expectations play an important role in determining their levels of motivation. If the expectations of the employees will not properly fulfilled or managed, they will not be motivated which may directly affect the performance of the organization. Practically, In the IT sector, Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers.

CONCEPTS:

Expectation: An expectation is the thought or belief that something will occur. Every employee is unique, and expectations may differ from employee to employee. Each employee holds some basic expectations of their employer. These basic employee expectations include safe working conditions, adequate training, policy communication, and paychecks to be correct and on time.Further, they also have the expectation of a work and life balance.

Motivation: Motivation is the set of states of the individual's needs that require to be satisfied and therefore pushes, incites and causes the individual to perform a series of actions in order to satisfy them. As per Dwight D. Eisenhower's statement, "Motivation is the art of getting people to do what you want them to do because they want to do it".

IT INDUSTRY IN KOLKATA: AN OVERVIEW

People are an organization's most valuable asset and this is especially true in the service sector like IT industry. Kolkata known as the dead city is finally turning to attract IT companies to set up their shops. The Govt. of West Bengal is playing major role in attracting more and more IT companies. Various initiatives have taken by the government to improve and position Kolkata as an IT hub. Government has allotted vast space for IT set ups at salt-lake, Rajarhat - Newtown area. Tata Consultancy Services (TCS), a leading IT services, sets its new software development campus at Rajarhat in the year 2014-15 which is spread over 40 acres of land and have over 16,500 seats with an investment of approximately Rs1,350 crore. The Rajarhat campus will offer TCS employees a worldclass and holistic work environment with facilities like amphitheatre, auditorium, cafeterias, libraries, temporary accommodation and large green open spaces. The campus will house fitness facilities like tennis courts, basketball court and gymnasium for employees. Infosys and Wipro have both been sitting on their allotted plots in Rajarhat-New

Town. for the last nine years. Wipro's first campus, in Salt Lake's Sector V, is an SEZ. It was set up in 2005.Wipro chairman is making visit to Kolkata frequently and has announced to increase wipro's manpower to 7000 in Kolkata where 60% will be working in BPO and 40% on IT sector. Recently Infosys has announced to start construction of a development centre in Kolkata, which will have a capacity to seat around 1,000 people. Cognizant has a large set up here with 2000-3000 people. Key occupiers in Rajarhat are TCS, IBM, Capgemini, Ericsson, Accenture, Cognizant, Genpact and HCL Tech etc with large amount of employment opportunities for IT professionals. Recently TCS has leased about 0.7 million sq ft at Ecospace in Rajarhat. Government has set three software technology park. There are private technology park like Infinity, The Bengal park etc.

REVIEW OF LITERATURE

According to a study conducted by Grant (2008), motivation imposes employee outcomes for instance performance and productivity. He also established that motivated employees are more oriented towards autonomy and are more self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas & Dysvik, 2009). The study shows that performance of firms is influenced by many things in which employee motivation is the main factor if employees are more motivated then performance of organization will also enhance (Saif ullah malik et'al 2012). motivated employees are more oriented towards autonomy and freedom and are more self driven as compared to less motivated employees which lead to availing developmental opportunities more correctly. Similarly employee commitment with their work and jobs is more, if they are motivated as compared to less motivated employees (Guay et al., 2000; Vansteenkiste et al., 2007). job performance is describe as the value of the set of employee's behaviors that contributes eithers negatively or positively to achieve the organizational targets. The definition of job performance contains behaviors that are within the control of employees, but it places a border on the behavior are related to job performance. Motivation will encourage the employees or workers of the organization will seriously do his/ her work and responsibilities (Azar & Shafighi, 2013). Motivation signify the difficult services and needs which provide the drive for an employees to complete a specific jobs (Shulze & Steyn, 2003). Satisfaction at the work place for an employee's act like motivation to work and this motivation leads employees to their job satisfaction (Rao, 2005). Motivation affect on individual's performance in the organization by providing or giving different kind of incentive and rewards. Performance of individuals is deliberated as what a personnel does and what he does not do. Individual's performance involves quantity and quality of

productivity, existence at effort, accommodative and co-operative nature and timelines of results. Individual's performance is essentially prejudiced by motivation as if workers are satisfied or motivated than they will do work with more effort and by which performance will finally increase (Azar & Shafighi, 2013). Rewards and incentive are essential for employees to shift the displeasure into pleasure. Mehmod (2013).

DIFFERENT FORMS OF EXPECTATION

People are an organization's most valuable asset and this is especially true in the service sector like IT industry. Most of the companies follow 24x7 working hours with shifting duties as divided by 8 hours or 12 hours. While fair compensation and benefits are where most organizations focus, they're fairly low on the list of employee expectations. This isn't to say that they're unimportant, but its' crucial to understand that employees expect and value.

Recognition: Recognition helps employees to feel valued at work. Peer recognition has the added benefit of satisfying the employee expectation of autonomy by giving them the freedom to express their own values and expectations through the praise they give their colleagues.

Respect: Employees want to be treated respectfully no matter what their job role may be. So the employer must choose the way to show their respect.

Trust: Employees want to be able to trust management, and they want management to trust them to do their jobs.

Social interaction: Employees want to have friends at work, work in a collaborative environment, and have a good relationship with their immediate supervisors. Make sure you're providing an environment that encourages social interaction.

Autonomy: Employees want to choose when, where, and how work gets done. Give them the freedom they need to do their most awesome work.

Purpose: Employees are searching for more meaningful work in the modern business landscape. Help them understand how their work affects their peers, the company, and the world around them.

Opportunities for innovation: Not long ago, Google announced its 20 percent creative time policy, which encourages employees to work on any innovative ideas they have that are company-related during 20 percent of their hours at work.

Open-mindedness: When your employees come to you with their ideas, you need to treat them with equal parts sensitivity and honesty.

FACTORS OF MOTIVATION

No one works for free, nor should they. Like others, employees in IT sectors want to earn reasonable salary and payment. Motivation is yield to many elements as salary, promotion, personal goals, job security, working environment, training and development, recognition, administrative practices and workloads.

Salary: Money has been pointed out as a motivational factor by a large number of researchers. It is often seen as a symbol of success and also associated with comfort and security (Engelberg and Sjöberg, 2006). It is considered as an advantage for the managers, because they can use money as a strategy since money can have a great impact on employees' performance. Apart from salary, employees in IT Sector expect to earn much more by way of incentive or overtime through better performance or extra duties.

Training and Development: Training and development is the process of generating work experiences related with knowledge and skills that exist to improve systematically the performance of the employees. It is known that organizational training has prodigious potential outcomes.

Promotion: Promotion is one of the most efficient ways to keep IT employees motivated by offering them opportunities along their careers, giving them more responsibilities or even more authority. It may be applied by giving the opportunity to increase the salary compensation. This commodity can also cover a part of security needs by increasing the buying power of the employee.

Workload: Workloads refers to the intensity of the job assignments. It has commonly been the amount of work assigned or the amount of work expected to be completed by a worker in a time period (Dasgupta, 2013). It is a source of mental stress for all the IT employees. Stress is an active state of mind in which human face opportunity and constraint (Robbins, 1996). Heavy or extra workload can negatively affect its overall performance. As a result, an IT employee become frustrated on its present job assignment.

Stability: Many of the IT employees in Kolkata are appointed under third party payroll. But most of them always prefer for direct appointment and want stability with their present job. The HR management of the respective company must look after this matter sensitively and make necessary arrangement for direct appointment as much as possible in order to keep employees motivated.

Empowerment: It provides benefits to organizations and makes sense of belonging and pride in the workforce. Empowered employees focus their job and work-life with

additional importance and this leads to constant progress in coordination and work procedures.

Working Environment: The environment in which IT people are working has a tremendous effect on their level of pride both for them and for the work they are doing. Naturally, employees prefer working conditions that they view as safe and to develop more sense of motivation from their work. Most of the IT employees prefer general duties other than shifting duties. Though most of the IT companies have arranged pick and drop facilities for their employees to reach the office and back to the home safely and timely. The environment where the job performs in their work surroundings can be diverse from those fully contented challenging and unsafe for the life and health of employees. Whereas, the complex operational surroundings can be prejudiced by- Peripheral aspect that comprises environment, meteorological condition, temperature, clamminess, breeze, illumination in the office and intrusion, gases and other harmful factors, Individual aspect that contain sexual characteristics and maturity of the employee, exhaustion, repetitiveness, adverse stance throughout exertion, Another aspect associated with the business of production towards the period of the working hour, working plan, working occasion, work speed, extreme injure, etc.

TECHNIQUES OF MOTIVATION:

Job Enlargement: Job enlargement involves expanding the job of an employee that has them doing more work of a similar nature to what they already do.

Job Enrichment: Job enrichment is an attempt to give workers more control over their tasks and more responsibility for design, execution, and output.

Job Rotation: Job rotation is a practice whereby each employee learns several operations in manufacturing process and rotates through each in a set period.

ESSENTIAL PRACTICES BY THE SUPERIORS:

- Be real and be specific, as in targets and timelines; quantify wherever possible.
- Provide feedback all along the way, not once a year or when a project is all done
- Be transparent and straightforward, even when the news isn't good.
- Communicate about changes in the industry or company. Give employees a chance to adjust their expectations.
- Provide a steady stream of factual information about what's happening.
- Show your appreciation—honestly and regularly.
- Develop clear career paths.
- Ask for opinions, ideas, and feedback often. Then, be ready to share this information.

REMARKS

Happy people made a happy world. According to Aristotle, "Happiness is the meaning and the purpose of life, the whole aim and end of human existence". Happiness at work starts with self-awareness which can be defined as the act of 'focusing attention on oneself'. Over a span of almost three decades IT sector turned out to be front runner in providing jobs for a large number of people. Therefore it is imperative to deliberate on whether the expectations of the employees working in this IT industry are fulfilled or not and identify the motivation factors to stimulate them for their better performance. According to the research study employee motivation is necessary for all the IT firms. It does create a great impact on the firm and employee performance. Increase their efficiency and effectiveness and helps in the achievement of the firm target. It is observed that the firms which take cares of their employees progress rapidly. The work stress is found in all professions. IT professionals are very streed because they are highly target driven and highly pressured on results. The IT biggies must look into the matter of reducing the high target or extra pressure of work in order to keep their employees healthy and away from acute dysfunctions. Practice of partiality or lobbing must be eliminate and merit rating or performance evaluation of all IT employees should be introduce which is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Most of the IT Companies Working hours, workload and work schedules, incentives, salaries and the facility which are provided to the employee is not up to the marks. IT companies are focusing more on salary hike and promotion to retain employees while employees' retention intentions can be influenced more by career advancement opportunities as compared to salary hikes. Internal Job posting needs to be improved and on-site opportunities should be encouraged. The opportunities to leverage skills across roles should be encouraged, project pressures take precedence over training and there is a need for specialized training, especially when role changes, travel budgets and availability of trainers are major issues. Employees feel that growth opportunities are few, road map is not clear; no transparency & visibility, time-phasing of promotion is too rigid.

Effective employee retention strategies can enhance the loyalty and engagement of IT employees for longer periods of time. IT organization must have create strategies like good organizational culture having smooth working hours, competitive compensation structure, good working conditions, job autonomy, job enlargement, delegation and empowerment. So the present study proposed that if the IT sector of Kolkata motivate their individuals by using these key elements such as reasonable wage and salary, job security, job enlargement and other supplementary financial

and non-financial incentives and bonus than the employee performance and job satisfaction will automatically expand and very easily organization attain their desire goals and objectives. Moreover, if IT organizations want to increase their productivity and revenues then it must deliberate all aspects to increase the motivational level of workforces.

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