A Sense of Ownership: Solution for Employee Motivation Challenge in the Indian Workplace

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Abstract

This article zeroes in on a topical issue that has attracted much attention in the Indian labour circle, the motivation of this work, with a solution, which finds expression in instilling a sense of possession in the individuals concerned. The authors extend the principle to practical matters and psychological theory as ways to suggest how the planning and management processes should go. Case studies like Tata Group and Infosys are examples that show the business is being adopted well. This way of doing things may help to maximize the workforce's ability resulting in high turnover, engagement and commitment, and productivity of workers.

Keywords: Employee motivation, ownership culture, Indian Workplace culture, organizational achievement, case studies.

Introduction

In the Indian work environments, where everything is so dynamic, employee motivation is at the core and is one of the many hurdles that organizations face to become successful. Motivation of the Workforce which is commonly considered to be the power facilitating performance development is ultimately the most crucial aspect of the working environment in India which is multifaceted via a diversity of cultural, social, and economic elements. Although, Indian businesses have undergone huge evolution and development, employee engagement, satisfaction, and productivity seem to be ever-controversial problems for many of them.

This introductory section establishes the foundation for this paper and identifies the central themes around employee motivation in the current Indian context with the focal point that it is among the most significant determinants of organizational success. Moreover, it adds another level of meaning to achieve the objective of the paper which is to put forth a sense of ownership as an alternative solution to the problem of employee motivation. In the coming section, we will scrutinize the underlying meaning of ownership, identify its repercussions on employee motivation, and make available useful recommendations for the adoption of this principle in the Indian workplace.

The rationale for this Topic

The significance of employee motivation can never be neglected since companies continuously are struggling to get a place under the sun in a highly competitive marketplace, which is where the role of best people becomes important. Due to the above factors, one can suggest that incentivized employees are not only more dedicated but also exude more creativity and innovation in their jobs. They serve a positive function within corporate culture, which helps their colleagues feel part of the team and develop loyalty. They are a factor that facilitates belonging and fosters a team spirit.

This article, therefore, endeavours to proffer a solution that involves creating the conditions necessary for employees to develop ownership in the workplace as a means of addressing the core of the employee motivation dilemma in the Indian workforce. Through the contention that employee ownership as a solution not only eliminates but also rather eradicates motivational issues confronting Indian businesses, the thesis proposes employee's empowerment to act makes them accountable for making decisions and the results, which creates an environment of accountability, autonomy and commitment in the organization.

Employee Motivation Challenges

Factors Contributing to Low Motivation

Several factors have been identified as responsible for employees' demotivated state of workplaces in India. Social phenomena, the prevailing company structures, low availability of career development options and insufficient recognition and compensation, in addition to poor work-life balance, make up the main factors. On top of these, insecurity in their jobs, a lack of suitable instructions, and inadequate growth and development programs could lead to the employees' de-motivation.

Figure 1: Factors that lower employee's workplace motivation
(Source: Zavvy.io, 2024)

Impact of Low Motivation in the Workplace

The consequences of the decreased motivation on the workforce performance and the final organizational achievements are indisputable. The staff that lacks virtue is very susceptible to exhibiting a low rate of output, low job satisfaction and high rates of absenteeism and turnover. This causes problems with workflow, growing expenses for recruitment and training and therefore the loss of effectiveness of organizational outcomes and competitiveness. Also, a low morale workforce might appear to be the source of non-innovation, inability to work in a team, poor services/products and all that can cause ultimate customers displeasure, which in turn leads to damage to the company's overall reputation (Saxena *et al.,* 2020). In the Indian context, the business needs to face the competition and also has to go through rapid market changes, so the challenge of employee motivation needs to be addressed for sustained growth and success of the company. Leaders understand the basic factors hindering the low motivation and know that such a culture harms both workers and organizations. Fostering a culture of ownership at the workplace therefore can, address the employee motivation challenge for them as well as the organisations they lead.

Ownership Concept in Employee Motivation

At the workplace, ownership is that deep feeling of duty, responsibility and commitment that inevitably comes with engaging in one's work, tasks, and results. It is not merely the accomplishment of the tasks at hand. It involves a proactive mindset, moving beyond the tasks they are assigned by initiating the work and having an interest in the fact that their team will succeed. Ownership, in this case, is critical because it helps improve the socio-economic status of these people, creates a sense of belonging and identity, and also provides an opportunity for them to realize their full potential and maximize their performance (Degbey *et al.,* 2021). As employees see themselves as a provider of their work, there is a significant probability of them displaying a higher level of innovative thinking, dedication, and efficiency.

Behavioral and Psychological Concepts

Both psychologically and emotionally, being an owner is all about fulfilling those intrinsic motivators called autonomy, mastery and purpose which science has linked to better productivity as espoused by Daniel Pink's motivation theory. Those employees who feel they own the job will be very satisfied at their job, and fill it with a sense of accomplishment with a stronger connection to their work and role (Pârjoleanu, 2020). Practically that has to do with putting a finger on the pulse of the issues, stepping up to break new ground, and exceeding mandated tasks to achieve the organization's goals. It invites employees to feel like takers of their decisions and responsible for their actions, which results in a more collaborative and accountable work climate.

Real-world Examples

Reliable and authentic examples of relevant entities where ownership culture has been implemented successfully can be found in Indian organizations anytime. For example, Infosys, a leading IT services enterprise, focuses on ownership via the promotion of initiatives like "Zero Distance" and "Infosys Leadership Institute" which then build up the ability of professionals to take the lead in innovative development and leadership development respectively. Similarly, TATA Steel, a TATA group company has inculcated a culture of ownership by involving employees in problem solving initiatives.

Another instance of the same is Mahindra & Mahindra (a car manufacturer) they built up ownership through the "Rise for Good' program, where every employee contributes to CSR. This way, the culture of being in charge supports the rationale that a motivated workforce will affect the overall performance of the organization as well as innovation in the Indian workplace.

Ownership Sense Implementation Benefits

Increased Employee Engagement and Commitment

Workers who feel a sense of belonging are more internally responsible, thus they are also more emotionally committed to the company and their work. They exhibit greater levels of involvement when they engage fully in the decision-making processes and initiate further innovative ideas. Possessing materials gives a feeling of "ownership" more personal, and this eventually leads to much more commitment and loyalty to the organization (Maji, and Saha, 2021).

Enhanced Productivity and Performance

Ownership distributes the service to the employees who task manage everything and bear the results consequently, which makes them more accountable. Those workers who take a personal interest in their duties are singly more committed to putting their hearts to the work to enable them to meet their targets and in turn give fruits of their labor. Leadership enables the development of proactivity, a solutions-oriented approach, and self-initiative (Sekhar, and Patwardhan, 2023). This, in turn, translates to a better way of executing the tasks on time and in the optimal manner.
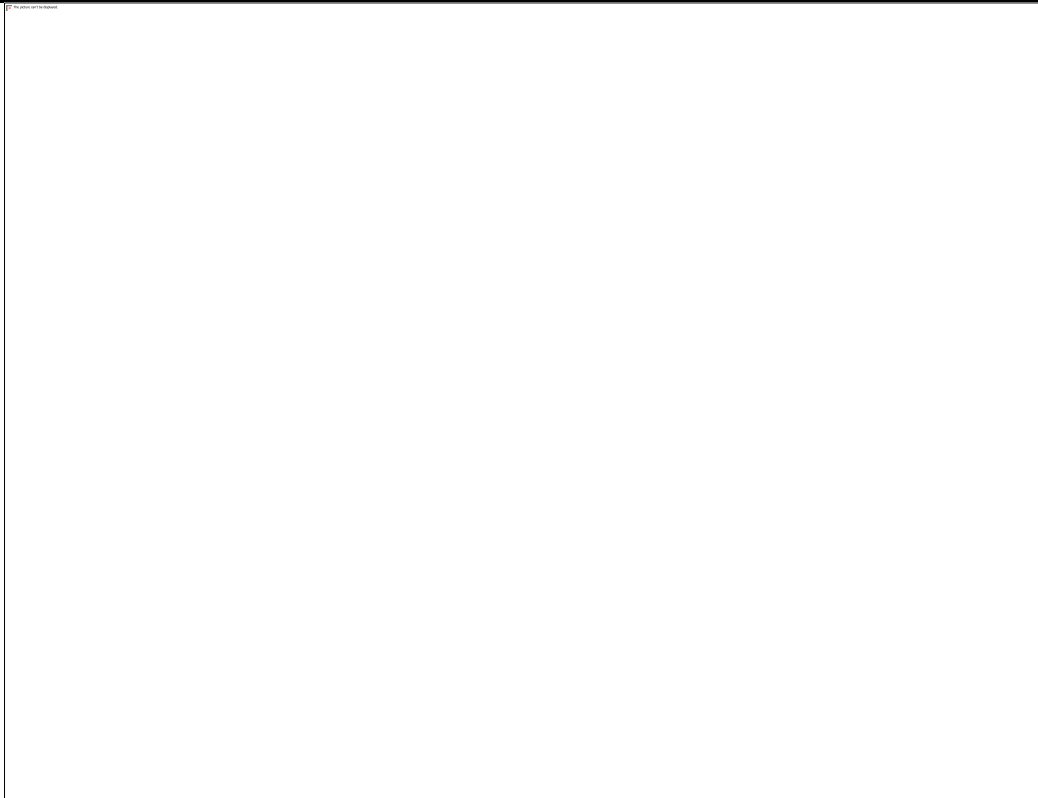
Figure 2: Daniel Pink's motivation theory
(Source: Max, 2018)

Positive Impact on Organizational Culture and Employee Retention

The behavior of ownership development, in turn, gives rise to a competitive and comprehensive working environment where employees get the inspiration they need and feel valued and respected. Employees shall be found to behave in a positive considerate way employing teamwork, communication, and each other's support depending on whether an ownership attitude is the case or not. Leadership is pivotal in creating an effective organization that is characterized by a positive culture where the employees trust and respect management and there is open communication which leads to high job satisfaction and low turnover rate (Bagga *et al.,* 2023). Those employees who feel a sense of ownership feel less often to seek alternative jobs, which, in turn, lowers the rate of turnover, providing a different job satisfaction within the organization.

In brief, sensing the employees with a feeling of belongingness would be a step in the right direction for an organization that is operating in the current Indian work situation. Apart from higher working efficiency and engagement, retainment of trained employees and improvement in corporate culture, ownership acts as a strong tool for companies confronting tasks of motivating their staff in India.

Strategies to Implement a Sense of Ownership Culture

Empowering Employees through Decision-Making Authority

When managers learn to hand over some kinds of decision-making to workers it creates a situation where employees start feeling that possession of their job and using it for the proper use of the organization's assets (Dhillon *et al.,* 2020). Making employees participate in the decision-making process is a great way of making them feel autonomous and accountable. With the help of managers, in this process employees of the company not only focus on setting goals and planning strategies but also take part in the implementation of initiatives. This in turn leads to a culture in which employees are collaborative and take ownership.

Creating Opportunities for Skill Development and Career Growth

Developing educational programs that equate to what every employee is interested in and the career development of each individual is portrayed as an organization's investment in the growth and well-being of its employees (LaGree *et al.,* 2024). Developing a personal mission for a successful career climb and skill

upgrading engages workers and enables them to work on their careers. Implementing an ongoing learning process and up skilling allows the employees to develop their abilities further and to succeed in the organization even more. This, in turn, makes them not only grateful but also intrinsically accountable for giving their best to the organisation, which, in the first place, had provided the opportunity to grow professionally.

Recognizing and Rewarding Ownership Behavior

Implementing reward programs that are centered around showcasing ownership demonstrated in other areas will create a ripple effect on people wanting to actively 'own' their work (Saeed *et al.,* 2021). Recognizing the good behavior of ownership through financial incentives, bonuses, or advancement in career, creates a culture where ownership is valued and appreciated.

Role dispersal is also another approach that organizations use to empower employees largely through decision-making power. This isdone by availing means such as skill development and career growth with an incentive of recognizing and rewarding ownership behavior. These strategies need to be implemented harmoniously to enable the employees to establish a feeling of belonging in the organisation. In this way, employees feel valued, remain engaged and motivated to do their work well and perform to the best of their abilities.

Mitigation Strategies to Overcome Challenges to Implementation of Ownership Culture

Resistance to Change and Traditional Hierarchical Structures

Indian workplaces are divided into hierarchical structures of superior-subordinate relationships and decision-making processes centered on a single decision-maker. This can go against the fostering of an ownership culture. The resistance to change in traditionally conditioned employees should be considered to create a more responsible and egalitarian organization (Singh *et al.,* 2022). Overcoming resistance can be achieved through active participation, which demonstrates leaders' vision and conviction to achieve gradual cultural shifts leading to a more synergistic workplace.

Aligning Organizational Goals with Individual Ownership

Ensuring that some organizational objectives and individual employee goals are aligned is essential to foster the sense of ownership among the organization's members. If the goal-setting processes seem unclear and inconsistent, then such ambiguity might result in frustration and disengagement of the employees (Shrotryia and Dhanda, 2020). Building trust by employing open communication flows and providing routine feedback will enlighten the workers about what is expected of them and how their efforts correspond to the big picture of the company's overall mission, which will establish among the workers a sense of fulfillment and ownership.

Ensuring Accountability and Transparency in Decision-Making Processes

The absence of accountability and transparency during decision-making processes can tear down trust and can become the main obstacle in the development of ownership norms. People might fall out with the feeling of being powerless or detachment when they learn that the decision-making process is either irrational or non-transparent or both (AlMazrouei, H., 2023). Adding clear milestone standards, requesting feedback from employees and explaining the reasoning behind decisions made can improve accountability and visibility in favour of the culture of ownership and faith.

Overcoming the challenges to manifestation of a culture of ownership in an organisation will need a strategic and holistic approach that should entail a high level of commitment from the leaders, cultural transformation, and ongoing communication and feedback mechanisms. By overcoming resistance to change, connecting of organizational objectives to individual goals and ensuring accountability as well as

transparency in the decision making processes, organisations can foster a culture of 'Sense of Ownership' amongst employees thereby leading to a motivated, engaged and productive workforce.

Case Studies

In the Indian corporate terrain, cultivating a feeling of ownership among the workforce has turned out to be a robust way to leverage the intrinsic motivational dynamics for improved overall performance. To illustrate the same, two leading examples of such Companies that have been successful in implementing this approach are the Tata Group and Infosys.

A. Tata Group: By the means of Ownership and Initiatives, Companies can transform their Culture of Workplace.

If you go back, to a well-known and one of the most respected conglomerates in India, Tata Group, it has it has inculcated the culture of ownership so deeply imbibed that the very core of the company revolves around it. The organization reinforces the importance of accountability to the company by summarizing the Tata Code of Conduct and the Tata Business Excellence Model (TBEM) initiatives where employees own their tasks and decisions (Patel, 2021).
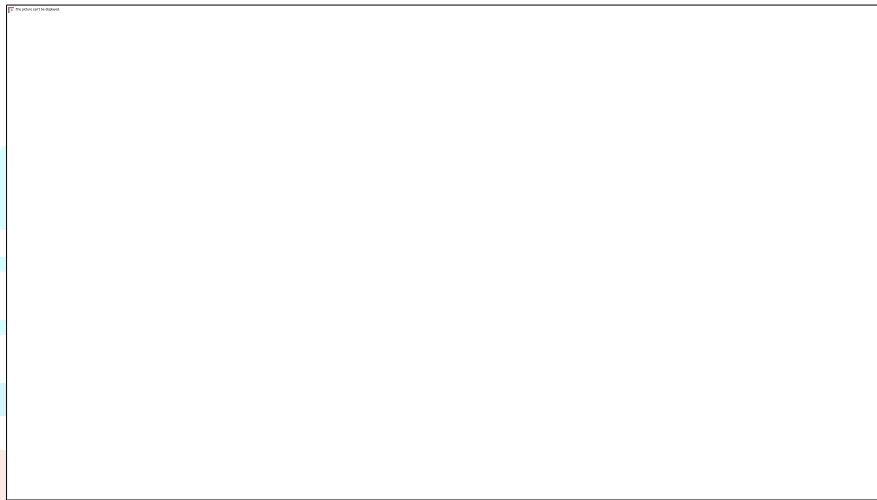
Figure 3: Tata Group's Employee felicitation program for employee motivation
(Source: Peoplematters.in, 2024)

The extent case study that is the particular example of Tata Steel Limited. "Total Quality Management", the company's philosophy, nurtures this culture of ownership by enabling all employees from the entry-level to the top executive to identify and solve problems independently, hence creating a mindset that each employee owns the problems faced and therefore is accountable for finding the solutions (Shamsudin. and Velmurugan, 2022). This approach not only increases efficiency but also uplifts a sense of pride and motivation among employees.

B. Infosys: The Best for the Company Can Be Achieved When the Employees are Empowered and Seen as Owners of the Business.

Infosys, one of the world-famous consulting, technology and outsourcing solutions co-operation, has consistently been based on empowering the company's staff and owning the result as key drivers of its success. The "Ownership Mindset" program of the company spurs the workers into believing and doing what owners do (Koshy *et al.,* 2023). They are motivated to work based on the projects they are assigned, the clients with whom they work, and the success of the business as a whole. The ownership culture of Infosys is clearly shown in its "InfyTV" stage, where employees are free to talk out new ideas and useful experiences to reinforce the platform (Infosys -a 'Live Enterprise', 2023). By doing so, the state of being in a team is created where each member believes himself/herself appreciated as well as can involve themselves in the attainment of the team's goal.

By implementing principles and techniques learned from these organizations such as leadership commitment, employee engagement and continuous improvement, Indian organizations will continuously demonstrate the power of administrators to boost the motivation and engagement of the staff, and ultimately unleash the full potential of the organization.

Conclusions

In conclusion, providing ownership to the right person or the right group in the workplace is a necessity for an appeal to the multidimensional factors that bring out the best performance in employees. With the systems of reporting, goal correlations, and user-friendly reports, managerial teams can break down the traditional resistance and employ a workforce with active engagement, a high level of commitment and increased performance. By studying examples of success, such as Tata Group and Infosys which have implemented the concept of Sense of Ownership' to keep their employees motivated and engaged, all organizations can learn how to utilize their entire workforce power to be more competitive now.

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