

Real world ethics- tata consultancy assignment

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Real World Ethics -Tata Consultancy 30 November 2011 Why would the Tata Consultancy's rotation program increase satisfaction and performance of its employees? The Tata Consultancy's rotation program increase of satisfaction and performance of its employees could be a result of one of the four job design approaches, Motivational Approach. Job Design " refers to any set of activities that involve the alteration of specific jobs or interdependent systems of jobs with the intent of improving the quality of employee job experience and their on??? the-job productivity". (Kreitner & Kinicki, 2010)] (pg. 231) The Motivational Approach attempt has to improve affective and attitudinal reactions in employees. Motivational Approach consists of four techniques: job enlargement, job enrichment, job rotation, and a contingency approach called the job characteristics model. [(Kreitner & Kinicki, 2010)] (pg. 232) Two of the four techniques, Job Rotation and The Job Characteristics Model, may contribute to the success of Tata Consultancy Services; (TCS) increase satisfaction and productivity.

Job Rotation calls for moving employees from one specialized job to another. [(Kreitner & Kinicki, 2010)] (pg 232) TCS offers its employees an opportunity to work abroad in countries such as China, Hungary, and South America, among others. This allows TCS to provide specialized training for its employee in dealing with its customers from around the world, which results in a better quality, better-trained employee, which in return, contributes to better employee productivity and overall customer service satisfaction for TCS.

The Job Characteristics Model is the result of two OB researchers, J Richard Hackman and Greg Oldham, who tried to discover how work can be designed

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to provide internally or intrinsically motivation to employees. [(Kreitner & Kinicki, 2010)] (pg232) Intrinsic motivation is the internal feeling of accomplishing a good job instead of the pay motivates an employee or other incentives received from the employer. For TCS employees, this could be from the results of being able to travel to other countries and work face-to-face with customers along with working and learning from employees of TCS permanently stationed abroad.

After returning from working abroad, TCS will keep their employees working in the same areas worked overseas but allowing employees to contribute what they have learned/ experienced oversea to the current work location. This could give the employee a sense of accomplishment, in return an internal motivation and desire to perform even at a higher level. References: Kinicki, & Kinicki. (2010). Organizational Behavior Ninth Edition. NewYork, New York: McGraw-Hill/Irwin, 210-241.