MOTIVATION: THE KEY TO PERFORMANCE IMPROVEMENT

Daisy Chauhan

A motivated workforce is the greatest asset of any organisation. It is observed that employees are initially enthusiastic when they join an organisation but after few months they start losing enthusiasm due to various reasons and the decline in the motivation continues if not handled appropriately by the organisation. This paper aims to discuss three major motivational factors: extrinsic, intrinsic and intervening and delineate various psychological elements in the whole process of motivation. It divides people into different categories based on levels of competencies and motivation and identifies remedial measures to motivate them through processes like goal setting, role definition, leadership style, reward systems, etc.

Key Words: Motivation, intrinsic motivation, extrinsic motivation, ability, performance.

INTRODUCTION

Motivation along with perception, personality, attitude and learning is a basic psychological process which affects performance of an individual and therefore important in the understanding of human behaviour. Motivation is invisible cognitive process that along with other mediating processes impacts individuals in the environment. What is seen is the behaviour which is indicator of internal motivation level. Thus, motivation drives behaviour but this by itself is not the surrogate of motivation. Motivation is generally driven by definite purpose and goal. Motivation is the internal state of mind that drives and individual in realizing his goals. If something does not help you reach your end goal, then it should not be one of your goals.

As motivation impacts productivity, managers need to understand what
motivates individuals to reach peak performance. It is however not an easy task to raise individual motivation levels as motivation is individual centric and what motivates one may not motivate another person. As each individual is different, then it makes sense that the ways in which each individual is motivated will also differ. Thus, motivated behaviours are outcome of voluntary efforts driven by some invisible factors from within. However, supervisors with their own examples can raise motivation levels of individuals by unlocking their hidden potential.

Several definitions have been evolved to describe motivation. Motivation can be defined as - the psychological process that gives behaviour purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). Motivation is also defined as a process that accounts for an individual’s intensity, direction and persistence of effort toward any goal. Intensity is concerned with how hard a person performs. The intensity of effort cannot yield any result if it is not made in the right direction. Again, intensity of effort in the right direction cannot achieve worthwhile results unless it is pursued over a prolonged spell what one may call persistence. Thus, motivation is a three factors driven inner force that drives an individual to achieve personal and organizational goals.

Motives drive action. Supervisors should aim to discern employees’ motives and propel them to achieve them in a manner that they meet both individual and organizational objectives. Human behaviour is purposeful, directed towards some end. Motivation is a key factor in keeping employees happy and to creating a positive work environment. Thus, motives pre-exist and what is needed is push by the supervisor for their realization. Research shows that majority of employees are quite enthusiastic when they start a new job. Based on result of large survey, in over 85 per cent of companies surveyed, employees’ morale significantly drops after their first six months – a process which remains unabated even afterwards. This finding is based on survey of 1.2 million employees of 52 primarily Fortune 1000 companies between 2001 and 2004, conducted by Sirota Survey Intelligence (Purchase, New York). Sirota, Mischkind and Meltzer (2006) attribute constant decline in employee motivation levels to organizational policies and supervisor –
employees relationships. Superfluous channels, endless paperwork, inefficient communication processes, insufficient training, inadequate delegation of authority, insufficient employee flexibility and autonomy are some of the key de-motivating factors.

Factors that affect work motivation include individual differences, job characteristics, and organizational practices. Individual differences cover independent variables like personal needs, values, attitudes, interests and abilities that employees bring to their jobs. Job characteristics describe aspects of position that determine its limitations and challenges. Organizational practices cover rules, human resource policies, managerial practices, and rewards systems. Job characteristics and organisational practices are dependent variables. Supervisors need to analyze how these factors interact to affect employee job performance.

ROLE OF MOTIVATION

Motivated employees help organization survive (Smith, 1994). They are an asset in rapidly changing workplaces. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. This apart, motives are not fixed but keep changing (Bowen & Radhakrishna, 1991). Research shows that as employees’ income increases, money loses motivational power (Kovach, 1987). As employees age, they look forward for more interesting jobs. Based on results of a research study, Kovach (1987), identified ranking of motivational factors in this order: (i) interesting work, (ii) work appreciation by supervisors, and (iii) feeling of involvement in organizational affairs. Harpaz (1990), vide his study ranked order of motivational factors as (i) interesting work, (ii) attractive wages, and (iii) job security.

Minneapolis Gas Co. in US commissioned a study quite sometime back to determine expectations of employees (31,000 men and 13,000 women), which was a monumental work in motivation research considering that it covered a 20-year period between 1945 to 1965 and results were expectedly far revealing. The rating for the various factors differed only slightly between men and women but both categories reported job security as the highest concern. Ranking of motivation factors in this classical study was
reported in this order: The next three factors were: (i) career progression, (ii) nature of work and (iii) company image in the society. Surprisingly factors such as pay and benefits and working conditions did not receive high ranking in both the studies.

APPLICATION OF MOTIVATION TO WORK ENVIRONMENT

As per Maslow’s Need Theory (Fig.1), individuals have a number of needs but their importance varies with time. According to this theory there are both lower and higher order needs and latter become important only when lower order needs are already fulfilled. Physiological needs can be met by a base salary which helps in sustenance. Safety needs are met by pension plan which provides livelihood security. Teamwork creates a sense of belongingness which strengthens interpersonal relationships. Job description fulfils self esteem needs of employees which achieves societal status and organizational position. Finally, it is a challenging job which fulfils self-actualization needs of individuals that creates sense of achievement.

![Fig. 1 Application of Maslow’s Theory of Motivation in Organisations](image)

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MOTIVATION AS A FUNCTION OF ABILITY AND OPPORTUNITY

Performance at work place is governed by an individual’s ability, motivation and opportunity. Performance is improved when constraining factors are removed. Thus individuals will achieve higher standards of performance when opportunities to perform are available and obstacles are non-existent. Another major motivating factor is employee attitude. Employee performance is also a function of ability, motivation and attitude. Combining these variables we can have the following equations:

\[
\text{Performance} = f(\text{ability} \times \text{motivation} \times \text{opportunity})
\]
\[
\text{Ability} = f(\text{knowledge} \times \text{skills})
\]
\[
\text{Performance} = f(\text{ability, motivation and attitude})
\]

While ability is an individual’s existing capacity to perform various tasks of a given job and ‘attitude’ is predisposition to respond in a positive or negative way to someone or something in one’s environment. ‘Ability’ depends on education, experience and training and its improvement is a slow and long drawn process. On the other hand, motivation can be improved quickly. It is important to remember: ‘ability’ determines what you can do; ‘motivation’ determines what one will do; and ‘attitude’ will determine how one will do.

A possible approach whereby principles of motivation can be applied at work place mutually beneficial manner to both individual and organization is depicted in Fig. 2.

MANTRA FOR HAPPINESS

It is not altogether impossible for man to achieve happiness without the usual paraphernalia, which passes for his everyday necessities. It was by practicing ‘simple living and high thinking’ that Mahatma Gandhi could enjoy that happiness which a humble follower of his is unable to have even in the palatial Rashtrapati Bhavan. Let us be sure that our will to progress and rise high materialize in the true sense only after we have realized that the source of our happiness does not lie outside us but is enshrined within our own hearts.

- Dr. Rajendra Prasad
While analyzing ability and motivation on two different axes there are four combinations, i.e., ‘able but not willing’, ‘unable and unwilling’, ‘willing but unable’ and ‘able and willing’. The first category of employee who is able but lacks motivation may often be counterproductive as he may use his ability or competence for wrong goals. An individual who is ‘unable and unwilling’ may be passive or inactive and may not contribute towards organizational goals either. Employees who are ‘willing but unable’ may be motivated but may lack in ability to deliver. These individuals may be reactive and may not take initiative or self-responsibility. The fourth category of employees who are ‘able and willing’ are the “star performers”. They are proactive and contribute maximum towards the organisation. In terms of percentages, it can be said that 20 per cent of such employees come under the category of “star performers”, 10 per cent come under the category of non-performers or inactive individuals and remaining 70 per cent come in the category of average or mediocre employees.

**ORGANISATIONAL INITIATIVES**

Each category of employee need to be treated differently as they have varying levels of motivation and ability to perform that goes with the same “different strokes for different folks”. Available options from employers perspectives are given in Fig. 3.
**Able but Unwilling**

The first category of employees who are ‘able but unwilling’ need to be counseled and motivated. As they are able they need to be involved in goal setting, given sufficient autonomy in task performance. If the lack of motivation is due to monotonous/routine jobs they can be provided jobs which need skill variety coupled with autonomy so that they develop task identify. Supervisors should be aware of reasons for non-performance of such employees despite their being able which could be due to any of such factors: compensation provided by the organization; type of job assigned to them (person-job fit); type of supervision they desire in their job; support needed by them to perform their jobs; personal/family problems; and health problems. Following identification of reasons course corrections can be applied. Leadership style based on joint goal setting and collaborative approach is usually appropriate in this case.

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**Fig. 3  Motivation: Employer Perspective**

<table>
<thead>
<tr>
<th>Motivation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Able but unwilling</td>
<td>To be counseled/motivated</td>
</tr>
<tr>
<td>Able and willing</td>
<td>To be groomed for higher responsibilities</td>
</tr>
<tr>
<td>Unable and unwilling</td>
<td>Willing but unable</td>
</tr>
<tr>
<td>Obsolete: not to be retained</td>
<td>To be trained</td>
</tr>
</tbody>
</table>
Willing but Unable

Employees in this case can be easily groomed to deliver as they are sufficiently motivated but may lack in knowledge, skill and ability (KSAs). They are generally reactive and need good degree of supervision and monitoring. Their level of competence for the job they have to perform need to be identified and find if there is a mis-match and whether they need to be redeployed to any alternative job. It may be necessary to enhance skill/ competency level. They may be trained in specific areas where they need improvement and then their performance constantly appraised and feedback obtained. Such employees may also need mentoring and coaching. This approach may benefit organization as the reactive individuals can become proactive and star performers. However, when such employees are ignored then they may eventually join the category of ‘unable and unwilling’ employees with time. According to a research by Hewitt Associates (Best Employers Research in the book (p.82) on ‘Leadership in Asia’), best employers provide minimum of 68 hours of training per employee per year while others may not provide 49 hours of training. This shows that training certainly plays major role in transforming an organization in to the category of best employers. Leadership style particularly suited in this case is coaching and monitoring with close supervision.

Unable and Unwilling

These employees are source of great concern as they neither have competence nor motivation to perform. Some possible remedial measures could be: counseling; job rotation on person-job fit basis; training need identification and subsequent training, etc. Finally, if such measures do not work, employees may be encouraged to leave the organization under VRS route, etc. as their continued presence may not be in the best interest of the organization, leadership style appropriate for this category is only ‘directing’.

Able and Willing

As stated earlier these are the “star performers” but organisations should also know how to handle such individuals as they are assets and organizations need to invest in full measure in them. Retention for such employees in the
organization is generally is main concern of the management. It is only by successfully attracting, retaining and motivating high performing individuals, organizations can achieve high levels of performance (Lawler 2005). Accordingly, they need to be provided performance based rewards and compensation and challenging jobs in terms of greater ‘job enlargement/job enrichment’. They should be groomed for senior positions by gradually upgrading them to higher positions with added responsibilities. Such employees needs to be provided maximum autonomy and flexibility at work place by delegating and empowering them. It is very important to maintain the level of motivation of these “star performers” as otherwise they may be de-motivated and de-generate into the category of ‘able but unwilling’.

ORGANISATIONAL INITIATIVES

Depending on the level of motivation and competence of the employees, management need to take various initiatives in the process of goal setting, defining roles for various employees, the style of leadership, and deciding on the type of intervention/action to ensure that the employees contribute to organisational objectives (Table 1).

THE LIVING TRUTH

Friends and comrades, the light has gone out of our lives and there is darkness everywhere. I do not know what to tell you and how to say it. Our beloved leader, Bapu as we called him, the Father of the Nation, is no more. Perhaps I am wrong to say that. Nevertheless, we will not see him again as we have seen him for these many years … and that is a terrible blow, not to me only, but to millions and millions in this country, and it is little difficult to soften the blow by any other advice that I or anyone else can give you.

The light has gone out, I said, and yet I was wrong. For the light that shone in this country was no ordinary light. The light that has illumined this country for these many years will illumine this country for many more years, and a thousand years later that light will still be seen in this country, and the world will see it and it will give solace to innumerable hearts. For that light represented this living truth.

- Jawaharlal Nehru

Message to the Nation on January 30, 1948
### Annexure I  Sample Selected from Six Automotive Firms

<table>
<thead>
<tr>
<th>Organisational Initiatives</th>
<th>Able and Willing Employees</th>
<th>Able but Unwilling</th>
<th>Willing but Unable</th>
<th>Unable and Unwilling</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal Setting</strong></td>
<td>Jointly/collaborating</td>
<td>Consulting</td>
<td>Guiding</td>
<td>Telling</td>
</tr>
<tr>
<td><strong>Role Definition</strong></td>
<td>Job enlargement, job enrichment</td>
<td>Task identity through skill variety and autonomy</td>
<td>Person-job fit</td>
<td>Job rotation</td>
</tr>
<tr>
<td><strong>Leadership Style</strong></td>
<td>Delegating/empowering</td>
<td>Collaborating/encouraging</td>
<td>Monitoring</td>
<td>Directing</td>
</tr>
<tr>
<td><strong>Action/Intervention</strong></td>
<td>Groom for higher responsibilities</td>
<td>Identifying needs and counseling</td>
<td>Training, mentoring, coaching, providing feedback</td>
<td>Close supervision followed by feedback</td>
</tr>
</tbody>
</table>
RELATION OF MOTIVATION AND JOB SATISFACTION WITH PERFORMANCE

Job satisfaction is the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one’s tasks as well as to the physical and social conditions of the workplace. Five facets of job satisfaction based on the Job Descriptive Index (JDI) are: (i) the work itself – responsibility, interest and growth, (ii) quality of supervision – technical help and social support, (iii) relationships with co-workers – social harmony and respect, (iv) promotion opportunities – chances for further advancement, and (v) pay – adequacy of pay and perceived equity vis-à-vis others.

Importance of job satisfaction can be viewed in the context of two major decisions individuals make in their profession. The first decision relates to selecting and joining an organisation. The second concerns motivation to perform, that is, to work hard for high performance delivery. Not every employee in the organization performs up to expectations. The decision to belong concerns an individual’s attendance and longevity at work. Thus, job satisfaction influences absenteeism – employees who are satisfied with their jobs have more regular attendance and are less likely to be absent for unexplained reasons than employees who may be dissatisfied. Job satisfaction certainly affects employee turnover as it is only dissatisfied employees who are more prone to quit their jobs (Staw, 1980).

There exists fair degree of research on relationship between job satisfaction and performance. Research frontiers include: (i) satisfaction causes performance, (ii) performance causes satisfaction, and (iii) rewards cause both performance and satisfaction (Greene, 1972; Iaffaldano and Muchinsky, 1985; Organ, 1977; Lorenzi, 1976).

EFFECT OF INTRINSIC AND EXTRINSIC MOTIVATION ON PERFORMANCE

An important aspect which has a bearing on performance is the ability to distinguish between extrinsic and intrinsic motivation. In contrast to extrinsic motivation, which is based on system of rewards and punishments in the
organization covered under expectancy theory (Vroom, 1964), intrinsic motivation is based on positively valued (rewarding) experiences that a person derives from his work (Deci, 1975; Deci and Ryan, 1985; Thomas and Tymon, 1997; Thomas and Velthouse, 1990). These positive experiences make an individual excited, involved, committed, and energized towards their job responsibility (Thomas and Tymon, 1997). At its heart, it is individual passions that drive intrinsic motivation and positive urges. These positive feelings reinforce and energize employees’ self-management efforts and make work personally satisfying. Intrinsic motivation primarily creates an upward spiral of positive feelings and experiences (Thomas, 2000).

If source of motivation is external then an additional requirement for higher performance is the availability of opportunity or absence of obstacles. However, if the source of motivation is internal to an individual then he makes extra effort to find or create opportunities or remove hindrances (Fig.4).

Fig.4: An Ability-Opportunity-Performance Model of Motivation

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AN INTEGRATIVE MODEL OF MOTIVATION

Considering that there are two origins of motivational factors, external and internal, it has been attempted to develop an integrative model of motivation based on psychological factors (Fig. 5).

Intrinsic Variables

Internal variables relate to individual perception about his self esteem, self confidence, childhood experiences, aspiration level, self-actualization, family environment, aptitude in terms of person job fit in the work he is assigned and attitude. Degree of self-esteem depends on determination and degree of expectation that one is capable of achieving. Past experiences in terms of success and failures, affect one’s motivation to perform in future. All the internal variable are shown at the left side of the model (Fig. 5).

Extrinsic Variables

External variables relate to others’ and individuals’ own perceptions about self, etc. Earlier research has provided evidence of the impact of others’ expectation (self-fulfilling prophecy) on individual’s performance. Third external factor is feedback and reinforcement from others, be it, positive or negative; or encouraging or discouraging. This is followed by organizational support which has been earlier referred to as opportunity and absence of obstacles. Appreciation, recognition, reward, incentive, etc. certainly help improve motivation level. Some of these factors impact one another. For instance, perception of others about self affects self perception, or expectations of others and feedback/reinforcement affect expectations from self. System of recognition and reward and incentives affects expectation from self. Finally, past experiences whether success or failure determines expectation from self and organizational support. Though failures may not necessarily deter an individual and he may decide to continue his effort, most organisations are not willing to provide support an individual who has not achieved successes in his past effort.

Intervening Variable

Besides external and internal sources of motivation practice of well-docu-
mented role and goal clarity which individuals have to play certainly affects their motivation levels.

Goal setting is certainly very important aspect in motivation. Individuals performance can then be evaluated in terms of organizational and departmental objective and instituting some kind of performance linked rewards in line with the Expectancy theory of motivation. Compensation can be paid in line with equity theory which may lead to reinforcement of efforts at each successive stage in future.

MOTIVATIONAL STRATEGIES

For enhancing motivation level multi-pronged approach needs to be adopted. This covers: (i) identifying and satisfying employee needs (ii) setting realistic goals (iii) making work meaningful (iv) effective performance management systems, and (v) positive reinforcement. Intrinsically motivated and extrinsically motivated individuals need to be treated differently.

In nut-shell the strategy is to identify employee needs and satisfying them. Goals have to be realistic to suit individual capability level. Where employees are competent and motivated they need be given challenging tasks. This apart, organizations need to have an effective performance management system in place where rewards and career progression are linked to performance. Organizational culture should be such that there is positive reinforcement for higher performance.

MONEY AND LIFE

Money can’t buy back all your wealth when you are old, a friend when you are lonely, or peace to your soul. The wealthiest person is pauper at times compared to the man with a satisfied mind.

- Jeff Buckley

Money can buy a house but not a home. It can buy a clock but not time. It can buy you a position but not respect. It can buy you a bed but not a sleep. It can buy you a book but not knowledge. It can buy you medicine but not health. It can buy you a heart transplant but not true love. It can buy you blood but not life.

- E-mail forward
Individuals need to be rewarded for performance and skill development (Lawler 2005). When this is translated into right combination of reward system practices, employees will be motivated to excel and those who excel will be motivated to stay with the organisation as they will be highly rewarded.

**Investing in People**

A motivated workforce is greatest asset of an organisation. This is so because if plant and machinery is the backbone of any organisation and systems and processes are the limbs, then it is the people who form the lifeline. If one examine the word “people” each alphabet could be given a meaning to highlight significance of the world. (P - purpose, E - energizing, O- opportunities, P - productivity, L - long-term vision, E - enablers).
It is people who carve out a purpose for an organization, they provide source of energy, they capture opportunities provided by a competitive world, they are live resource to improve productivity; they provide long-term vision to an organization and they are ultimately enablers who help organization achieve its goals. Only motivated employees are able to align their individual goals with those of the organization and in the process achieve their personal and organizational goals. Organizations have realized that they can forge ahead in this dynamic world only if they invest in developing their people. This is so because investments made in physical resources depreciate with time but investments made in human resources always appreciate. Moreover, investing in human resources pays dividends in the form of employee commitment (Chauhan and Chauhan, 2002).

Table 2 Strategies for Dealing with Intrinsically and Extrinsically Motivated Employee

<table>
<thead>
<tr>
<th>Intrinsically Motivated</th>
<th>Extrinsically Motivated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultative goal setting</td>
<td>Providing well-defined goals.</td>
</tr>
<tr>
<td>Autonomy for role performance</td>
<td>Well defined role</td>
</tr>
<tr>
<td>Flexibility in rules and procedures</td>
<td>Stringent adherence to rules and regulations.</td>
</tr>
<tr>
<td>Involvement in decision making process</td>
<td>Transparency in decision making process.</td>
</tr>
<tr>
<td>Linking performance to individual growth and professional advancement through challenging job assignment.</td>
<td>Linking performance to rewards, incentives and career progression.</td>
</tr>
<tr>
<td>Opportunities for creativity and innovation.</td>
<td>Encouragement for adherence to laid down norms.</td>
</tr>
</tbody>
</table>

PERSPECTIVES
Health is the greatest possession. Contentment is greatest treasure. Confidence is the greatest friend. Non-being is the greatest joy.

-Lao Tzu
CONCLUDING REMARKS

Over the years people have become centre-stage and the most critical variable for improving productivity. This is so because if there are problems in the plant and machinery which is the backbone of any organisation and systems and processes which are the limbs, it can only be effectively taken care of by the people which form the lifeline. If an organisation is not having a motivated workforce then chances are that productivity will take a downturn. Ideally, organizations would be better with people who are intrinsically motivated but such a workforce would be very limited in size. It is the management responsibility to take proactive measures to keep their workforce motivated by adopting various initiatives like identifying employee needs, providing well-defined goals, roles, transparency in decision-making process, and performance based incentives and career progression. The key for talent retention lies in investing in them so that they remain motivated and continue to contribute to the organisation.

REFERENCES


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**EARTH AND ENVIRONMENT**

Earth, in which lie the sea, river and other waters, in which food and cornfields have come to be, in which lives all that breathes and moves, may she confer on us the finest of her yield. Earth, in which the waters, common to all, moving on all sides, flow unfailingly, day and night, may she pour on us milk in many streams, and endow us with luster.

May those born of thee, O Earth, be our welfare, free from sickness and waste, wakeful through a long life, we shall become bearers of tribute to thee. Earth, my mother, set me securely with bliss in full accord with heaven, O wise one, uphold me in grace and splendour.

- *Atharva Veda*

**CARE OF SICK**

There are many medicines and cures for all kinds of sickness. However, unless kind hands are given in service and generous hearts are given in love, there cannot be a cure for the terrible sickness of feeling unloved.

- *Mother Teresa*

**PERFECTION**

One must forever strive for excellence or even perfection in any task, however, small and never be satisfied with the second best.

- *J.R.D. Tata*
THE INDIA OF MY DREAMS

I shall work for an India in which the poorest shall feel that it is their country, in whose making they have an effective voice; an India in which there shall be no high class and low class of people; an India in which all communities shall live together and in perfect harmony. There can be no room in such India for the curse of untouchability or the curse of intoxicating drinks and drugs. Women shall enjoy the same rights as men. We shall be at peace with all the rest of the world. This is the India of my dreams.

- Mohandas K. Gandhi

Pioneering Women Business Executives of Modern India

CHANDA KOCCHAR

Ms. Chanda Kochhar, who presently heads ICICI Bank’s retail banking division as Joint Managing Director, is a leading business woman in the country. Following joining ICICI in 1984 in its project appraisal division, she was later involved in making the Bank operations completely IT driven. In 1993, she was deputed to the newly formed core group for setting up and conceptualizing the strategic direction for the Bank. In 2000 she assumed responsibilities to spearhead the Bank’s retail drive as Head of the ICICI Home Finance and ICICI Personal Financial Services. She provided pivotal role in developing retail asset products of the ICICI Bank.

RENUKA RAMNATH

Renuka Ramnath joined ICICI in 1986 in its merchant banking division, and later moved to the ICICI Securities to head the corporate finance and equities businesses, setting new benchmarks for its revenue potential. In 1997 she returned to the ICICI to restructure its corporate finance activities and in 1999 she was given charge to promote its commerce initiatives. In 2000, she was appointed MD and CEO of the ICICI Eco-Net, and afterwards she headed ICICI Venture division following its merger with the ICICI Eco-Net.