

CHAPTER-1

1.1 INTRODUCTION

The project work stated here a STUDY ON EMPLOYEE MOTIVATION IN IT SECTOR is mainly conducted to identify the factors which will motivate the employees and also to study the effect of HR strategies in an organization on employee motivation.

Management's essential job is the efficient employment of human resources for achievements of organizational objectives. The human resources management is concerned with organizing person resources in such a way to get maximum output to the enterprise and to build up the capacity of people at work to the fullest satisfaction. Motivation implies that one person, in organization framework a manager, includes an additional, say an employee, to engage in act by ensuring that a channel to satisfy those desires and aspirations becomes accessible to the person. In addition to this, the strong needs in a direction that is satisfying to the dormant needs in employees and connect them in a manner that would be practical for the organization.

Employee motivation is one of the main issues faced by each organization. It is the major job of every manager to inspire his subordinates or to generate the 'will to work' among the subordinates. It should also be remembered that a worker may be enormously capable of doing some work; not anything can be achieved if he is not willing to work. A manager has to make proper use of motivation to stir up the employees to track them.

Also how HR strategies effect the motivation of employees in an organization. Each and every employee holds his own characteristics and all of them can't be dealt in the same manner which is explained by several motivation theories that how an employee could be motivated by different ways and what really attracts him in terms of bringing up enthusiasm in him.

The data desirable for the study has been unruffled from the employees through questionnaires and through direct interviews. Analysis and elucidation has been done by using the statistical tools and data's are presented through tables and char

1.2 RESEARCH PROBLEM

The research problem here in this project is associated with the motivation of employees. There are a diversity of factors that can pressure a person's level of motivation; some of these factors include

1. The intensity of pay and benefits,
2. The perceived justice of promotion system within a company,
3. Quality of the functioning conditions,
4. Leadership and communal relationships,
5. Employee recognition
6. Job protection
7. Career development opportunities etc.

Motivated employees are a great plus point to any organisation. It is because the motivation and Job satisfaction is undoubtedly linked. Hence this swot is focusing on the employee motivation in the organisation. The research problem is formulated as follows:

“What are the factors which help to motivate the employees?”

1.3 SIGNIFICANCE OF THE STUDY

The study is proposed to evaluate motivation of employees in the organization. A good motivational program process is essential to achieve goal of the organization. If competent motivational programmes are made for employees in any organization; the organizations can attain the efficiency also to build up a good organizational culture.

Motivation has diversity of effects. These effects may be seen in the background of an individual's physical and psychological health, productivity, non-attendance and turnover. Employee enchantment has to be managed in more than one way. This helps in retaining and fostering the true believers "*who can deliver value to the organization. Proliferating and nurturing the number of "true believers"*"¹ is the confront for future and present HR managers.

This means novelty and creativity. It also means alter in the gear for HR policies and practices. The sooner the organizations nurture their employees, the more victorious they will be. The defy before HR managers today is to glee their employees and nurture their creativity in order to utilize their maximum potential.

This study helps to realize the significance of effective employee motivation. This research study examines types and levels of employee motivational programmes and also discusses management thoughts that can be utilized to innovate employee motivation. It helps to provide insights to hold up future research regarding planned direction for organizations that are both extended and are using reward/recognition programs.

1.4 OBJECTIVES OF THE STUDY

1.4.1 Primary objective

1. To study the factors which are desirable to motivate the employees in IT Sector.

1.4.2 Secondary Objective.

1. To study the role of organization and its culture on employee motivation.
2. To study the role of career development opportunities and growth within the organization on employee motivation.

CHAPTER 2

2. LITERATURE REVIEW

Rensis Likierthas called motivation as the core of management. Motivation is the core of management. Motivation is an effective instrument in the hands of the management in inspiring the work force .It is the major task of every manager to motivate his subordinate or to create the will to work among the subordinates .It should also be remembered that the worker may be immensely capable of doing some work, nothing can be achieved if he is not willing to work .creation of a will to work is motivation in simple but true sense of term.

Motivation is an important function which every manager performs for actuating the people to work for accomplishment of objectives of the organization .Issuance of well conceived instructions and orders does not mean that they will be followed .A manager has to make appropriate use of motivation to enthuse the employees to follow them. Effective motivation succeeds not only in having an order accepted but also in gaining a determination to see that it is executed efficiently and effectively.

In order to motivate workers to work for the organizational goals, the managers must determine the motives or needs of the workers and provide an environment in which appropriate incentives are available for their satisfaction .If the management is successful in doing so; it will also be successful in increasing the willingness of the workers to work. This will increase efficiency and effectiveness of the organization .There will be better utilization of resources and workers abilities and capacities.

2.1 The concept of motivation

The word motivation has been derived from motive which means any idea, need or emotion that prompts a man in to action. Whatever may be the behavior of man, there is some stimulus behind it .Stimulus is dependent upon the motive of the person concerned. Motive can be known by studying his needs and desires.

There is no universal theory that can explain the factors influencing motives which control mans behavior at any particular point of time. In general, the different motives operate at different times among different people and influence their behaviors. The process of motivation studies the motives of individuals which cause different type of behavior.

2.2 Definition of Motivation.

According to Edwin B Flippo, “Motivation is the process of attempting to influence others to do their work through the possibility of gain or reward.

2.3 Significance of Motivation

Motivation involves getting the members of the group to pull weight effectively, to give their loyalty to the group, to carry out properly the purpose of the organization. The following results may be expected if the employees are properly motivated.

1. The workforce will be better satisfied if the management provides them with opportunities to fulfill their physiological and psychological needs. The workers will cooperate voluntarily with the management and will contribute their maximum towards the goals of the enterprise.
2. Workers will tend to be as efficient as possible by improving upon their skills and knowledge so that they are able to contribute to the progress of the organization. This will also result in increased productivity.
3. The rates of labor’s turnover and absenteeism among the workers will be low.

4. There will be good human relations in the organization as friction among the workers themselves and between the workers and the management will decrease.
5. The number of complaints and grievances will come down. Accident will also be low.
6. There will be increase in the quantity and quality of products. Wastage and scrap will be less. Better quality of products will also increase the public image of the business.

2.4 Motivation Process.

1. Identification of need
2. Tension
3. Course of action
4. Result –Positive/Negative
5. Feed back

2.5 Theories of Motivation.

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne study results (Terpstra, 1979). Six major approaches that have led to our understanding of motivation are McClelland's Achievement Need Theory, Behavior Modification theory; Abraham H Malloes need hierarchy or Deficient theory of motivation. J.S. Adam's Equity Theory, Vrooms Expectation Theory, Two factor Theory.

2.5.1 McClelland's Achievement Need Theory.

According to McClelland's there are three types of needs;

Need for Achievement (n Ach);

This need is the strongest and lasting motivating factor. Particularly in case of persons who satisfy the other needs. They are constantly pre occupied with a desire for improvement and lack for situation in which successful outcomes are directly correlated with their efforts. They set more difficult but achievable goals for themselves because success with easily achievable goals hardly provides a sense of achievement.

Need for Power (n Pow)

It is the desire to control the behavior of the other people and to manipulate the surroundings. Power motivations positive applications results in domestic leadership style, while it negative application tends autocratic style.

Need for affiliation (n Aff)

It is the related to social needs and creates friendship. This results in formation of informal groups or social circle.

2.5.2 Behavioral Modification Theory;

According to this theory people behavior is the outcome of favorable and unfavorable past circumstances. This theory is based on learning theory. Skinner conducted his researches among rats and school children. He found that stimulus for desirable behavior could be strengthened by rewarding it at the earliest. In the industrial situation, this relevance of this theory may be found in the installation of financial and non financial incentives.

More immediate is the reward and stimulation or it motivates it. Withdrawal of reward incase of low standard work may also produce the desired result. However, researches show that it is generally more effective to reward desired behavior than to punish undesired behavior.

2.5.3 Abraham H Maslow Need Hierarchy or Deficient theory of Motivation.

The intellectual basis for most of motivation thinking has been provided by behavioral scientists, A.H Maslow and Frederick Heitzberg, whose published works are the “*Bible of Motivation*”. Although Maslow himself did not apply his theory to industrial situation, it has wide impact for beyond academic circles. Mac Gregor Douglos has used Maslow’s theory to interpret specific problems in personnel administration and industrial relations.

The crux of Maslow’s theory is that human needs are arranged in hierarchy composed of five categories. The lowest level needs are physiological and the highest levels are the self actualization needs. Maslow starts with the formation that man is a wanting animal with a hierarchy of needs of which some are lower ins scale and some are in a higher scale or system of values. As the lower needs are satisfied, higher needs emerge. Higher needs cannot be

satisfied unless lower needs are fulfilled. A satisfied need is not a motivator. This resembles the standard economic theory of diminishing returns. The hierarchy of needs at work in the individual is today a routine tool of personnel trade and when these needs are active, they act as powerful conditioners of behavior- as Motivators.

Hierarchy of needs; the main needs of men are five. They are physiological needs, safety needs, social needs, ego needs and self actualization needs, as shown in order of their importance.



Fig (2.1) Maslow Need Hierarchy

The above five basic needs are regarded as striving needs which make a person do things. The first model indicates the ranking of different needs. The second is more helpful in indicating how the satisfaction of the higher needs is based on the satisfaction of lower needs. It also shows how the number of person who has experienced the fulfillment of the higher needs gradually tapers off.

Physiological or Body Needs: - The individual move up the ladder responding first to the physiological needs for nourishment, clothing and shelter. These physical needs must be equated with pay rate, pay practices and to an extent with physical condition of the job.

Safety: - The next in order of needs is safety needs, the need to be free from danger, either from other people or from environment. The individual want to assured, once his bodily needs are satisfied, that they are secure and will continue to be satisfied for foreseeable

feature. The safety needs may take the form of job security, security against disease, misfortune, old age etc as also against industrial injury. Such needs are generally met by safety laws, measure of social security, protective labor laws and collective agreements.

Social needs: - Going up the scale of needs the individual feels the desire to work in a cohesive group and develop a sense of belonging and identification with a group. He feels the need to love and be loved and the need to belong and be identified with a group. In a large organization it is not easy to build up social relations. However close relationship can be built up with at least some fellow workers. Every employee wants too feel that he is wanted or accepted and that he is not an alien facing a hostile group.

Ego or Esteem Needs: - These needs are reflected in our desire for status and recognition, respect and prestige in the work group or work place such as is conferred by the recognition of ones merit by promotion, by participation in management and by fulfillment of workers urge for self expression. Some of the needs relate to ones esteem

e.g.; need for achievement, self confidence, knowledge, competence etc. On the job, this means praise for a job but more important it means a feeling by employee that at all times he has the respect of his supervisor as a person and as a contributor to the organizational goals.

Self realization or Actualization needs: - This upper level need is one which when satisfied provide insights to support future research regarding strategic guidance for organization that are both providing and using reward/recognition programs makes the employee give up the dependence on others or on the environment. He becomes growth oriented, self oriented, directed, detached and creative. This need reflects a state defined in terms of the extent to which an individual attains his personnel goal. This is the need which totally lies within oneself and there is no demand from any external situation or person.

2.5.4 J.S Adams Equity Theory

Employee compares her/his job inputs outcome ratio with that of reference. If the employee perceives inequity, she/he will act to correct the inequity: lower productivity, reduced quality, increased absenteeism, voluntary resignation.

2.5.5 Vrooms Expectation Theory

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Reward may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated.

2.5.6 Two Factor Theory

Douglas McGregor introduced the theory with the help of two views; X assumptions are conservative in style Assumptions are modern in style.

X Theory

- Individuals inherently dislike work.
- People must be coerced or controlled to do work to achieve the objectives.
- People prefer to be directed

Y Theory

- People view work as being as natural as play and rest
- People will exercise self direction and control towards achieving objectives they are committed to
- People learn to accept and seek responsibility.

2.6 Types of Motivation.

Intrinsic motivation occurs when people are internally motivated to do something because it either brings them pleasure, they think it is important, or they feel that what they are learning is morally significant.

Extrinsic motivation comes into play when a student is compelled to do something or act a certain way because of factors external to him or her (like money or good grades)

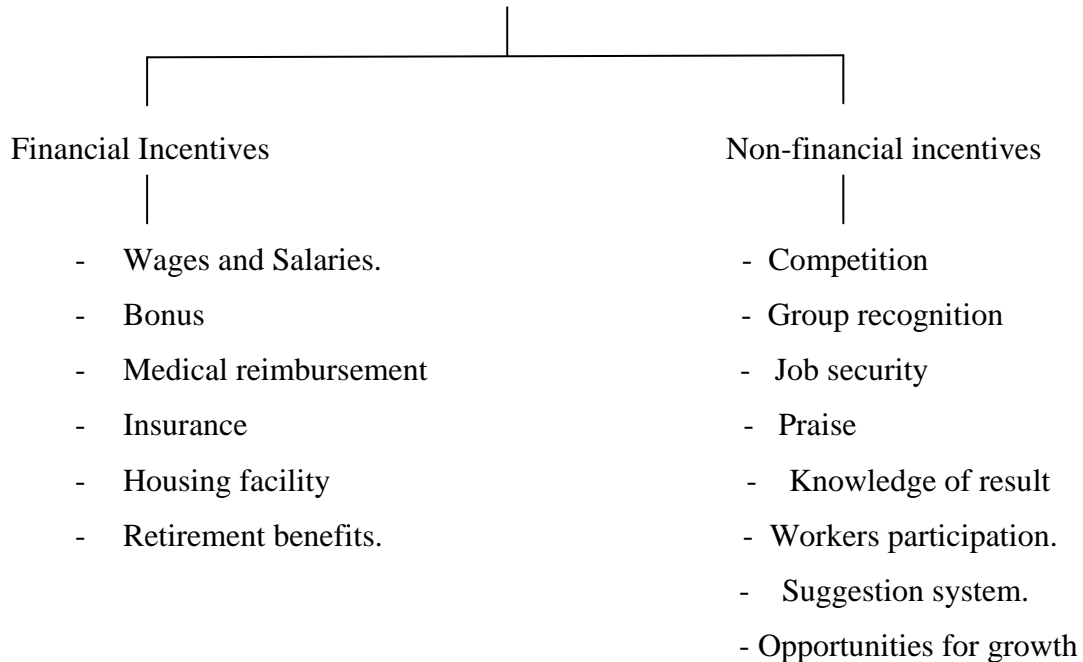
2.7 Incentives

An incentive is something which stimulates a person towards some goal. It activates human needs and creates the desire to work. Thus, an incentive is a means of motivation. In organizations, increase in incentive leads to better performance and vice versa.

2.7.1 Need for Incentives

Man is a wanting animal. He continues to want something or other. He is never fully satisfied. If one need is satisfied, the other need need arises. In order to motivate the employees, the management should try to satisfy their needs. For this purpose, both financial and non financial incentives may be used by the management to motivate the workers. Financial incentives or motivators are those which are associated with money. They include wages and salaries, fringe benefits, bonus, retirement benefits etc. Non financial motivators are those which are not associated with monetary rewards. They include intangible incentives like ego-satisfaction, self-actualization and responsibility.

INCENTIVES



2.8 Motivation is the key to performance improvement

There is an old saying you can take a horse to the water but you cannot force it to drink; it will drink only if it's thirsty - so with people. They will do what they want to do or otherwise motivated to do. Whether it is to excel on the workshop floor or in the 'ivory tower' they must be motivated or driven to it, either by themselves or through external stimulus.

Are they born with the self-motivation or drive? Yes and no. If no, they can be motivated, for motivation is a skill which can and must be learnt. This is essential for any business to survive and succeed.

Performance is considered to be a function of ability and motivation, thus:

- **Job performance =f(ability)(motivation)**

Ability in turn depends on education, experience and training and its improvement is a slow and long process. On the other hand motivation can be improved quickly. There are many options and an uninitiated manager may not even know where to start. As a guideline, there are broadly seven strategies for motivation.

There are broadly seven strategies for motivation.

- Positive reinforcement / high expectations
- Effective discipline and punishment
- Treating people fairly
- Satisfying employees needs
- Setting work related goals
- Restructuring jobs
- Base rewards on job performance

Essentially, there is a gap between an individual's actual state and some desired state and the manager tries to reduce this gap. Motivation is, in effect, a means to reduce and manipulate this gap.

CHAPTER-3

3. RESEARCH METHODOLOGY.

Research is a methodical method of finding solutions to problems. It is essentially an investigation, a recording and an analysis of proof for the purpose of gaining facts. According to Clifford woody, “research comprises of defining and redefining difficulty, formulating hypothesis or suggested solutions, collecting, organizing and evaluating data, attainment of conclusions, testing conclusions to determine whether they fit the formulated hypothesis”²

3.1 Sampling Design.

A sample design is a limited plan for obtaining a sample from a given population. Convenience sampling is used for this study.

3.2 Universe.

The universe chooses for the research study is the employees of several organizations.

3.3 Sample Size.

Number of the sampling units selected from the population is called the size of the sample. Sample of 50 respondents were obtained from the inhabitants.

3.4 Sampling Procedure.

The procedure adopted in the present study is probability sampling, which is also recognized as chance sampling. Under this sampling design, every item of the frame has an equivalent chance of inclusion in the sample.

3.5 Methods of Data Collection.

The data's were collected through Primary and secondary sources.

3.5.1 Primary Sources.

Primary data are in the form of “raw material” to which statistical methods are applied for the purpose of investigation and interpretations.

The primary sources are discussion with employees, data's composed through questionnaire.

3.5.2 Secondary Sources.

Secondary data's are in the form of completed products as they have already been treated statistically in some form or other.

The secondary data mainly consists of data and information collected from accounts, company websites and also discussion with the management of the organization. Secondary data was also composed from journals, magazines and books.

3.6 Nature of Research.

Descriptive research, describes data and uniqueness about the population or phenomenon being studied. Descriptive research answers the questions who, what, where, when and how. Although the data description is factual, accurate and systematic, the study cannot describe what caused a situation. Thus, descriptive research cannot be used to create a causal relationship, where one variable affects another. In other terms, descriptive research can be said to have a low requirement for internal validity.

3.7 Questionnaire.

A well defined questionnaire that is used effectively can gather information on both overall performance of the test system as well as the data on specific components of the system. A defeated questionnaire was vigilantly prepared and particularly numbered. The questions were arranged in proper order, in accordance with the relevance.

3.8 Nature of Questions Asked.

The questionnaire consists of open ended, dichotomous, rating and ranking questions.

3.9 Sample

A finite subset of population, selected from it with the objective of investigating its properties called a sample. A sample is a delegate part of the population. A sample of 50 respondents in total has been randomly selected. The retort to various elements under each questions were totaled for the purpose of various statistical testing.

3.10. Variables of the Study.

The direct variable of the study is the employee motivation

Indirect variables are the incentives, interpersonal dealings, career development opportunities and performance appraisal system.

3.11. Presentation of Data.

The data are displayed through charts and tables.

CHAPTER-4

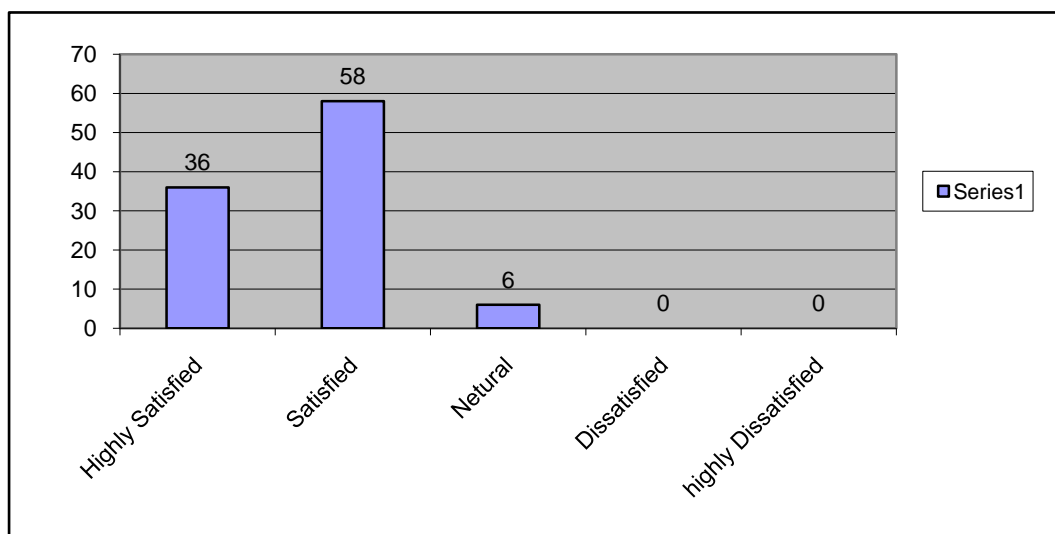
4. FINDINGS AND INTERPRETATIONS

4.1 DESCRIPTIVE STATISTICS

4.1.1 Response about the support from the HR department

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Highly satisfied	18	36
2	Satisfied	29	58
3	Neutral	3	6
4	Dissatisfied	0	0
5	Highly dissatisfied	0	0
	Total	50	100

(Table 4.1) Response about the support from the HR department



(Chart 4.1) Response about the support from the HR department

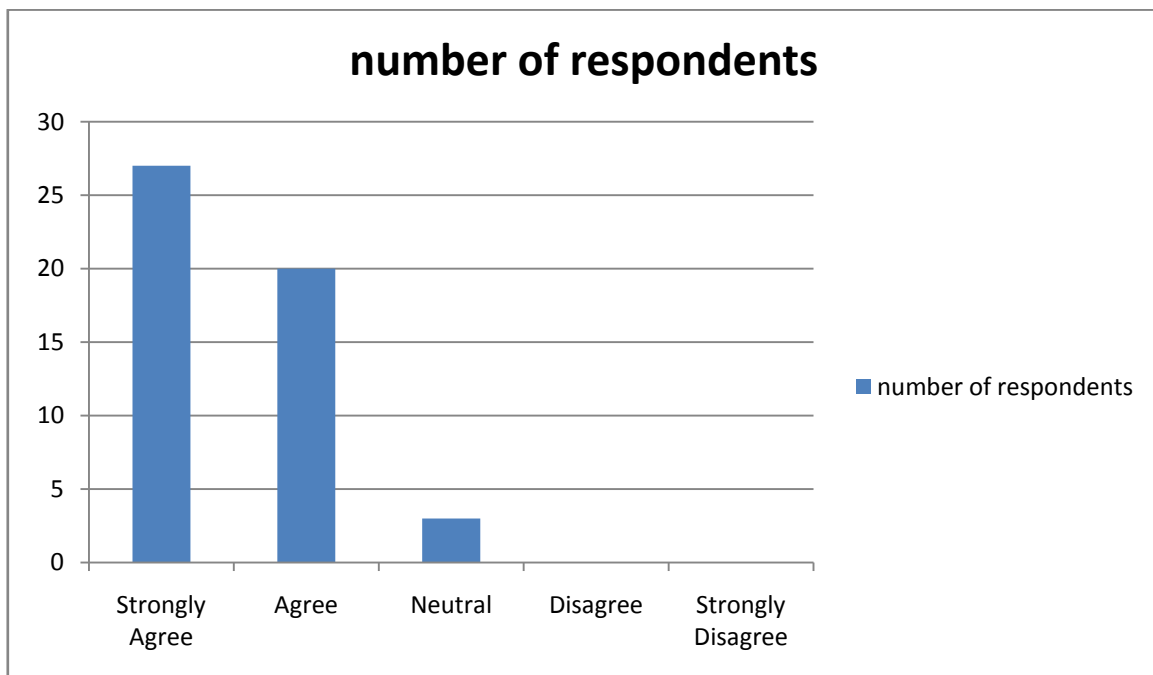
INTERPRETATION

The table shows that 58% of the respondents are satisfied with the support they are getting from the HR department.

4.1.2 Management is interested in motivating the employees

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	27	54
2	Agree	20	40
3	Neutral	3	6
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	50	100

(Table 4.2) Management is interested in motivating the employees



(Chart 4.2) Management is interested in motivating the employees

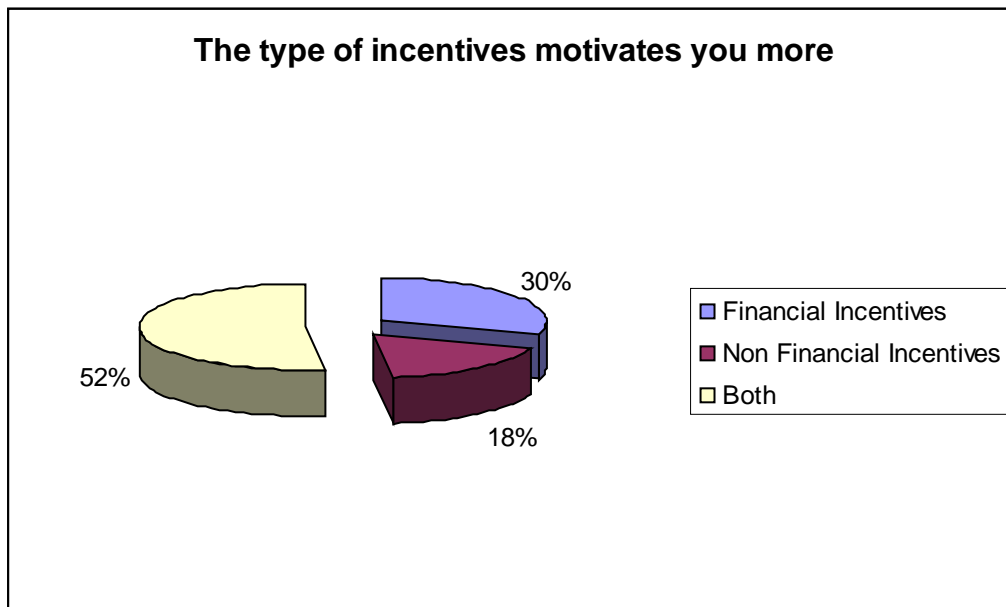
INTERPRETATION

The table shows that 54% of the respondents are strongly agreeing that the management is interested in motivating the employees.

4.1.3 The type of incentives motivates you more

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Financial Incentives	15	30
2	Non financial Incentives	9	18
3	Both	26	52
	Total	50	100

(Table 4.3) The type of incentives motivates you more



(Chart 4.3) The type of incentives motivates you more

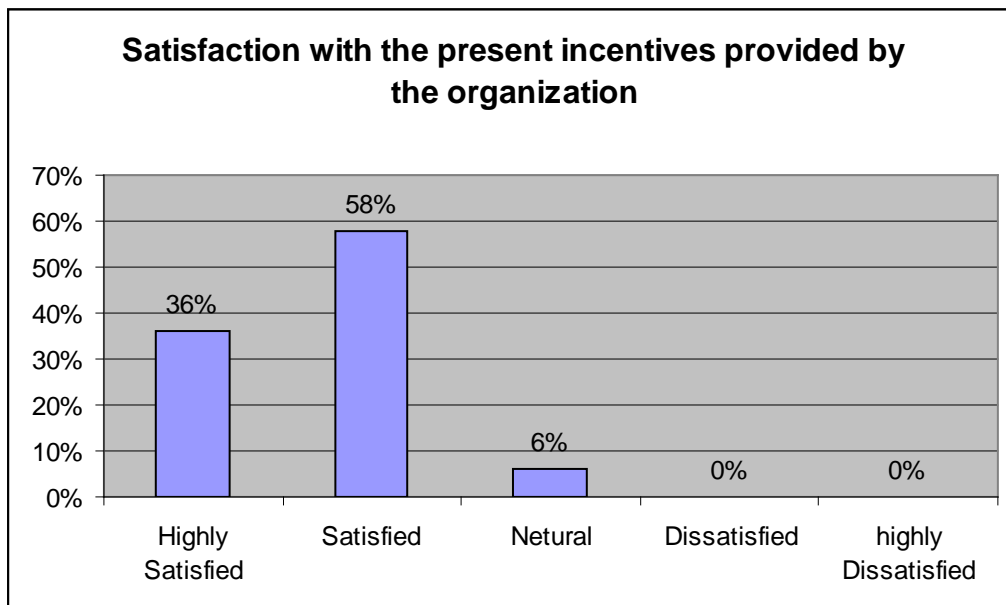
INTERPRETATION

The table shows that 52% of the respondents are expressing that both financial and non financial incentives will equally motivate them.

4.1.4 Satisfaction with the present incentives scheme

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Highly satisfied	18	36
2	Satisfied	29	58
3	Neutral	3	6
4	Dissatisfied	0	0
5	Highly satisfied	0	0
	Total	50	100

(Table 4.4) Satisfaction with the present incentives scheme



(Chart 4.4) Satisfaction with the present incentives scheme

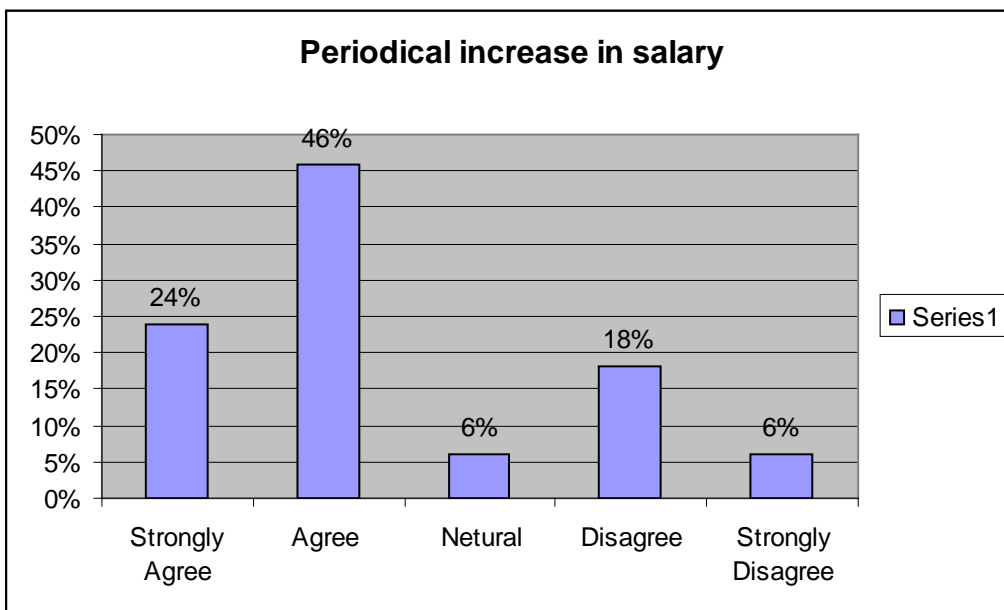
INTERPRETATION

The table shows that 58% of the respondents are satisfied with the present incentive scheme of the organization.

4.1.5.1 Periodical increase in salary

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	12	24
2	Agree	23	46
3	Neutral	3	6
4	Disagree	9	18
5	Strongly Disagree	3	6
	Total	50	100

(Table 4.5) Periodical increase in salary



(Chart 4.5) Periodical increase in salary

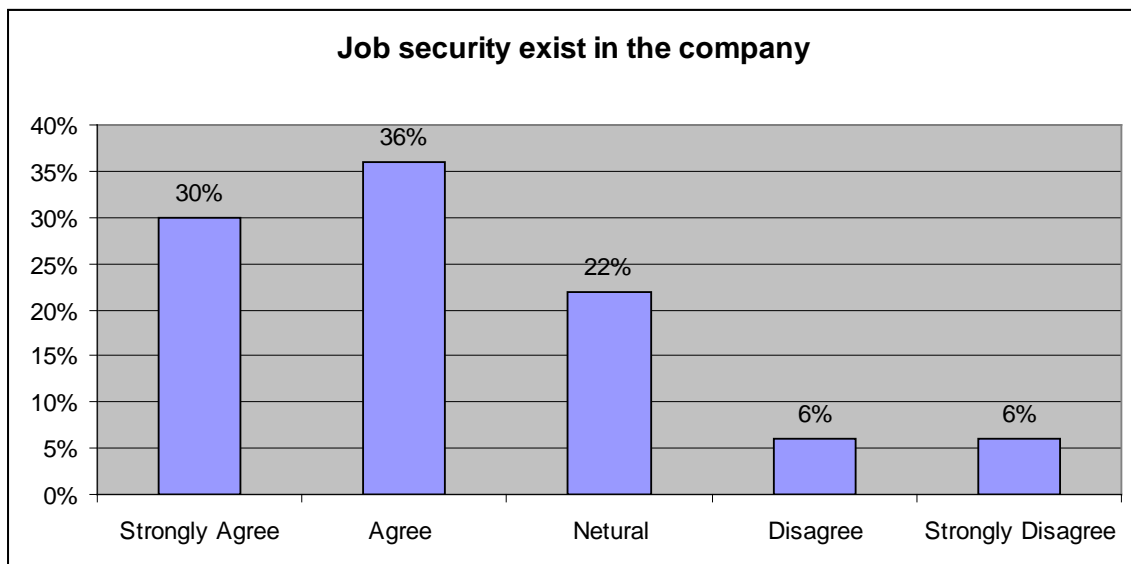
INTERPRETATION

The table shows 46% of employees agree that there is a periodical increase in the salary.

4.1.5.2 Job Security existing in the company.

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	15	30
2	Agree	18	36
3	Neutral	11	22
4	Disagree	3	6
5	Strongly Disagree	3	6
	Total	50	100

(Table 4.6) Job Security existing in the company



(Chart 4.6) Job Security existing in the company

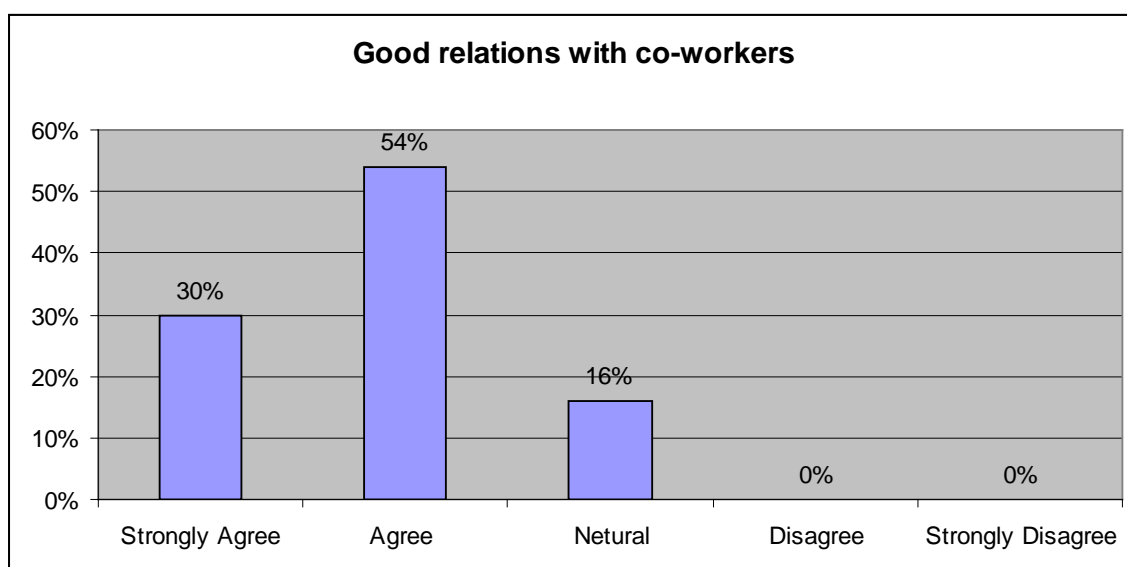
INTERPRETATION

The table shows 35% of employees agree with good job security exist in the company.

4.1.5.3 Good relations with the co-workers.

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	15	30
2	Agree	27	54
3	Neutral	8	16
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	50	100

(Table 4.7) Good relations with the co-workers



(Chart 4.7) Good relations with the co-workers

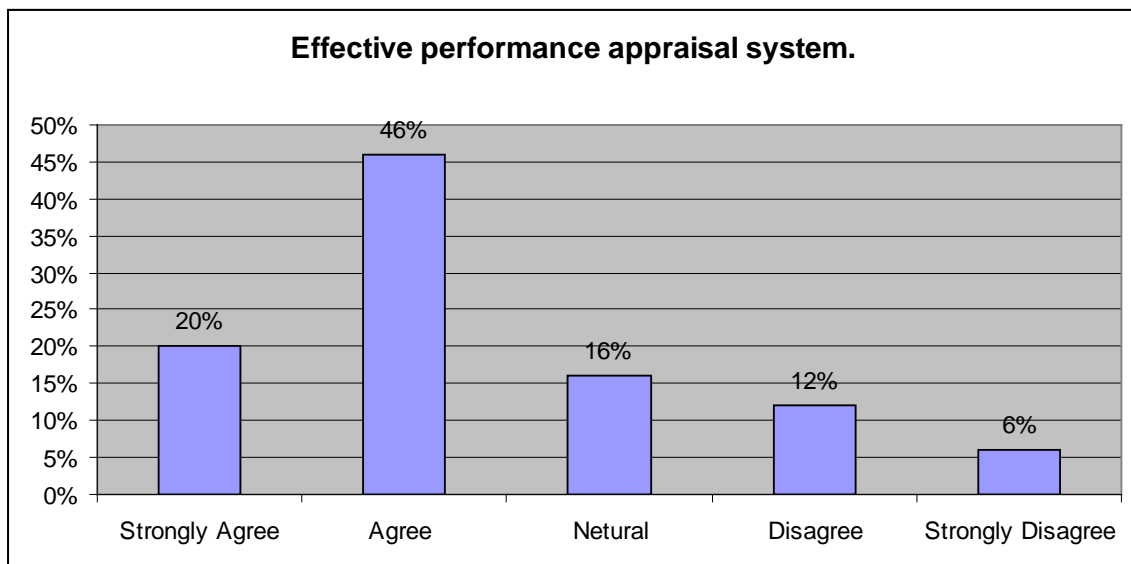
INTERPRETATION

The table shows 54% of the respondents agree that they have good relations with co-worker.

4.1.5.4 Effective performance appraisal system.

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	10	20
2	Agree	23	46
3	Neutral	8	16
4	Disagree	6	12
5	Strongly Disagree	3	6
	Total	50	100

(Table 4.8) Effective performance appraisal system



(Chart 4.8) Effective performance appraisal system

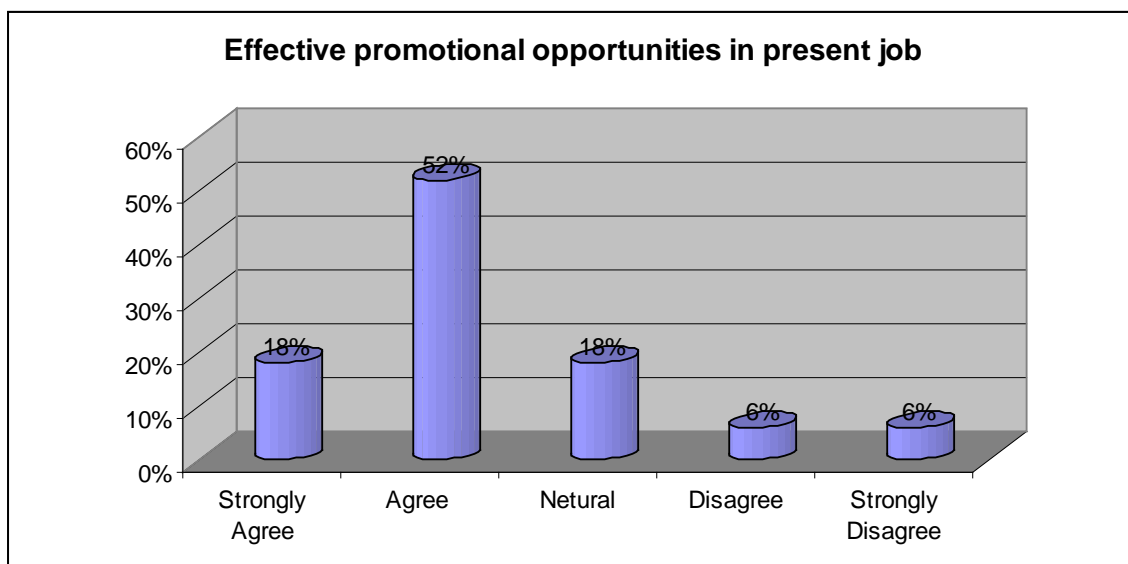
INTERPRETATION

The table shows 46% of the respondents agree to effective performance appraisal system existing in the company.

4.1.5.5 Effective promotional opportunities in present job.

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	9	18
2	Agree	26	52
3	Neutral	9	18
4	Disagree	3	6
5	Strongly Disagree	3	6
	Total	50	100

(Table 4.9) Effective promotional opportunities in present job



(Table 4.9) Effective promotional opportunities in present job

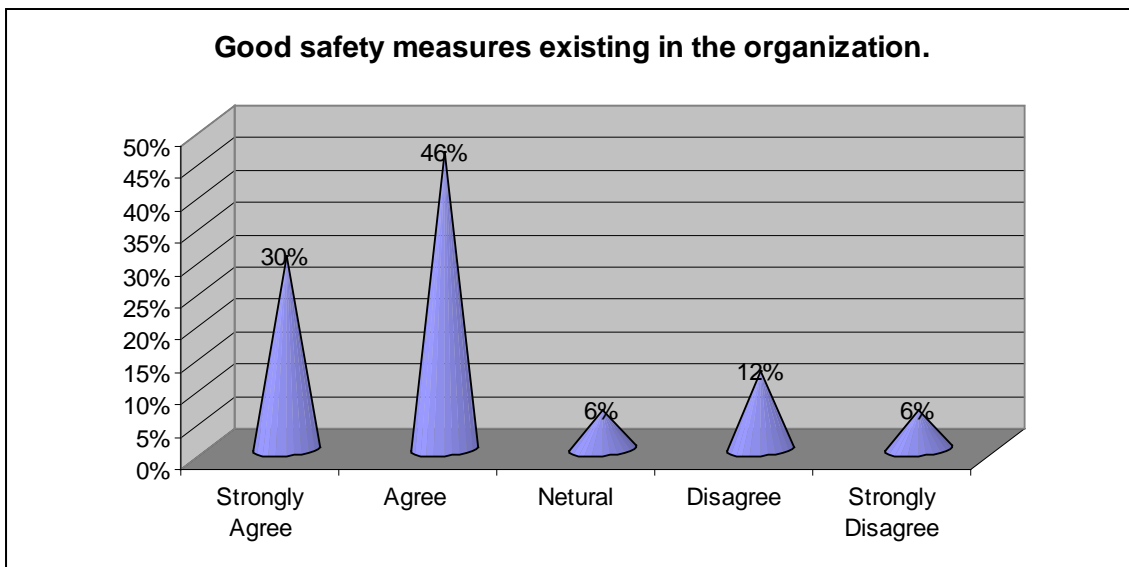
INTERPRETATION

The table shows 52% of the respondents agree with effective promotional opportunities in their present job.

4.1.5.6 Good safety measures existing in the organization

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	15	30
2	Agree	23	46
3	Neutral	3	6
4	Disagree	6	12
5	Strongly Disagree	3	6
	Total	50	100

(Table 4.10) Good safety measures existing in the organization



(Chart 4.10) Good safety measures existing in the organization

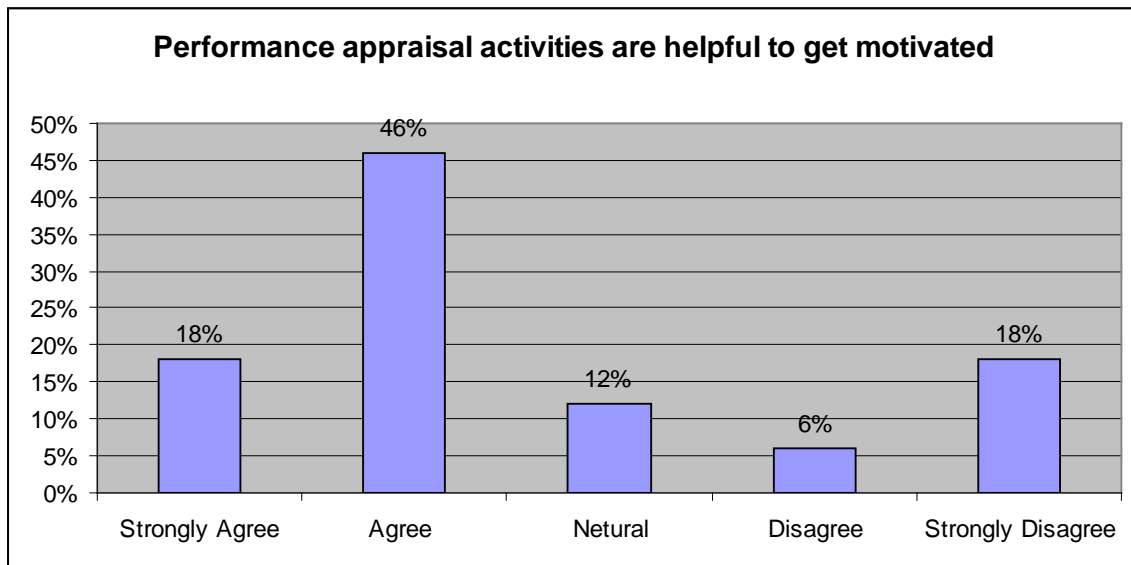
INTERPRETATION

The table shows 46% of the respondents agree that there is a good safety measure existing in the company.

4.1.5.7 Performance appraisal activities are helpful to get motivated.

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	9	18
2	Agree	23	46
3	Neutral	6	12
4	Disagree	3	6
5	Strongly Disagree	9	18
	Total	50	100

(Table 4.11) Performance appraisal activities are helpful to get motivated.



(Chart 4.11) Performance appraisal activities are helpful to get motivated.

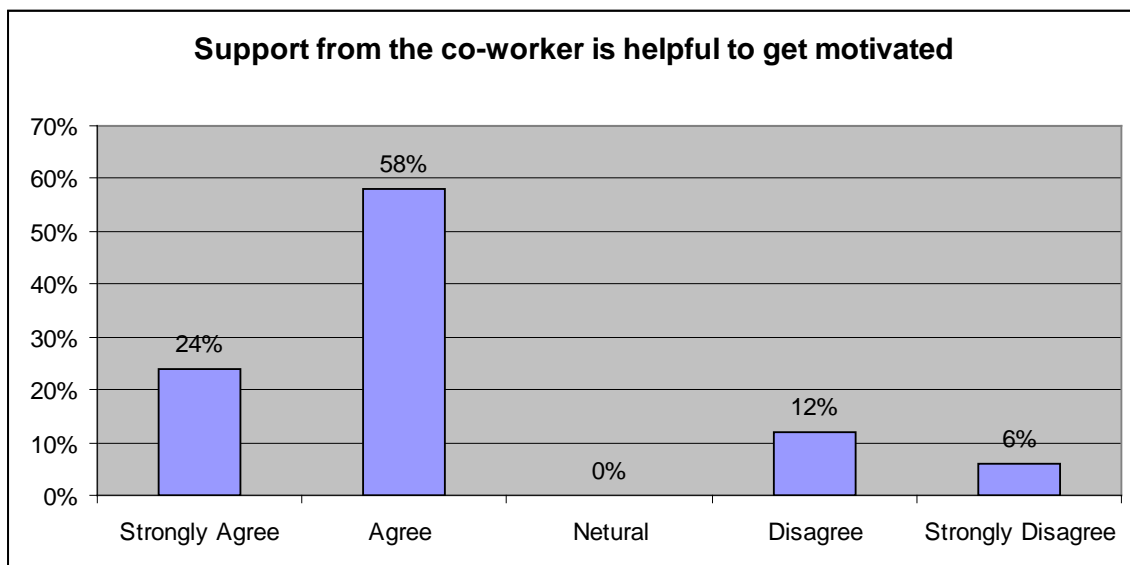
INTERPRETATION

The table shows 46% of the respondents agree that the performance appraisal activities are helpful to get motivated.

4.1.5.8 Support from the co-worker is helpful to get motivated

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	12	24
2	Agree	29	58
3	Neutral	0	0
4	Disagree	6	12
5	Strongly Disagree	3	6
	Total	50	100

(Table 4.12) Support from the co-worker is helpful to get motivated



(Chart 4.12) Support from the co-worker is helpful to get motivated

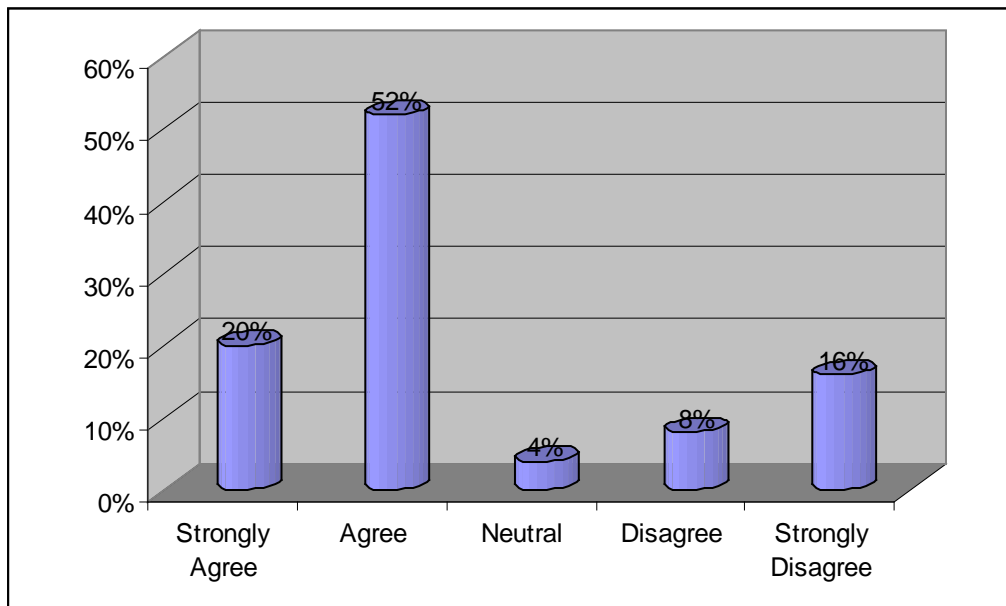
INTERPRETATION

The table shows 58% of the respondents agree that the support from the co-worker is helpful to get motivated.

4.1.5.9 Career development opportunities are helpful to get motivated

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	10	20
2	Agree	26	52
3	Neutral	2	4
4	Disagree	4	8
5	Strongly Disagree	8	16
	Total	50	100

(Table No.4.13) Career development opportunities are helpful to get motivated



(Chart 4.13) Career development opportunities are helpful to get motivated

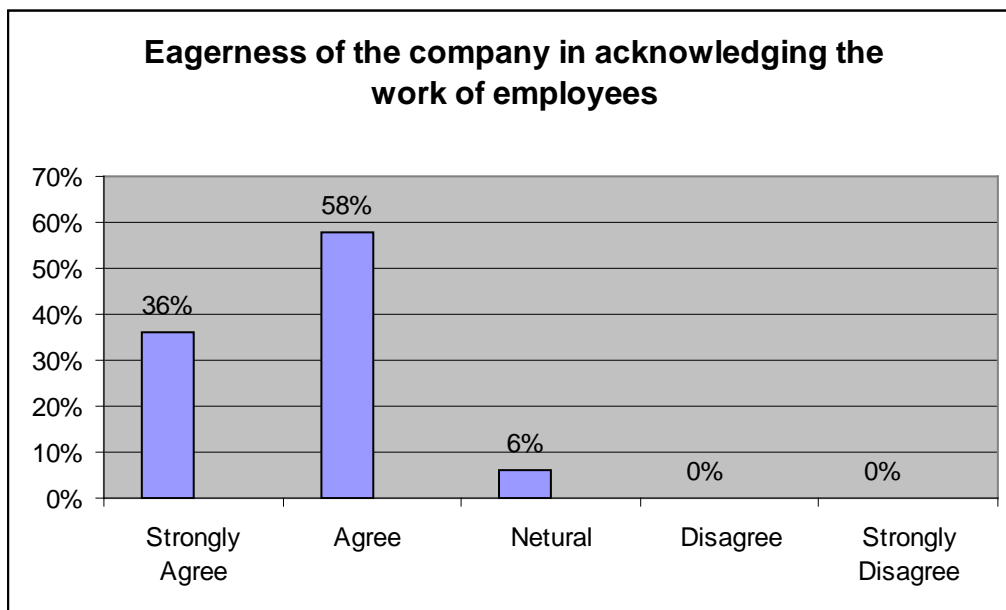
INTERPRETATION

The table shows 52% of the respondents agree that the career development opportunities are helpful to get motivated.

4.1.5.10. The company is eagerness in recognizing and acknowledging employee’s work

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Strongly Agree	18	36
2	Agree	29	58
3	Neutral	3	6
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	50	100

(Table 4.14)The company is eagerness in recognizing and acknowledging employee’s work



(Chart 4.14)The company is eagerness in recognizing and acknowledging employee’s work

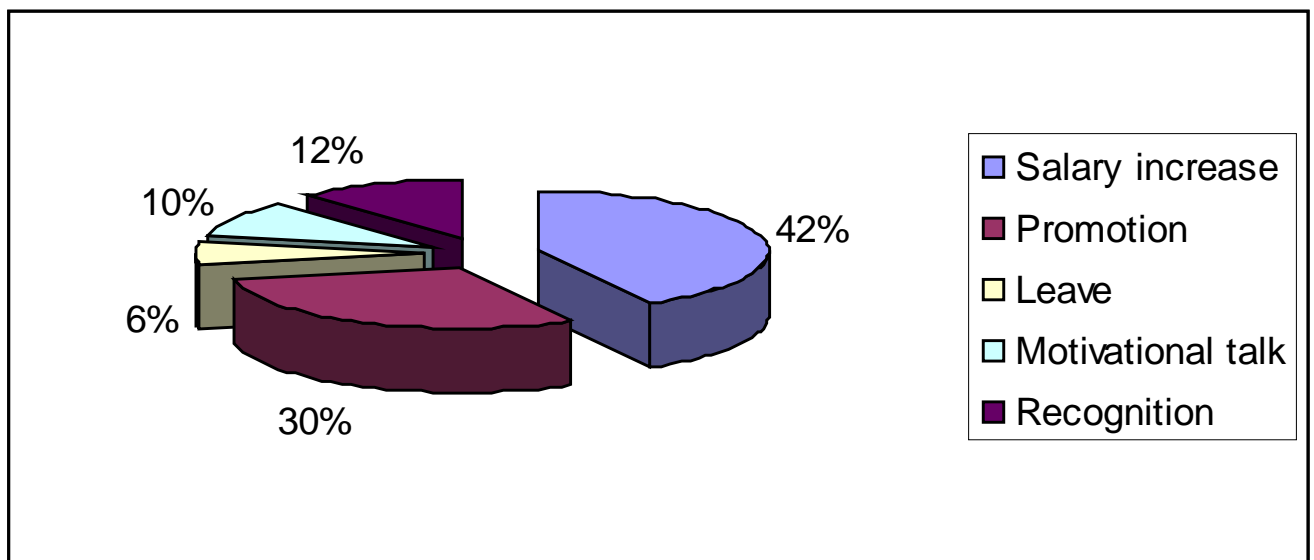
INTERPRETATION

From the study, 58% of employees agreed that the company is eager in recognizing and acknowledging their work, 36% strongly agreed and only 6% showed neutral response.

4.1.6 Factors which motivates you the most.

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Salary increase	21	42
2	Promotion	15	30
3	Leave	3	6
4	Motivational talk	5	10
5	Recognition	6	12
	Total	50	100

(Table 4.15) Factors which motivates you the most



(Chart 4.15) Factors which motivates you the most

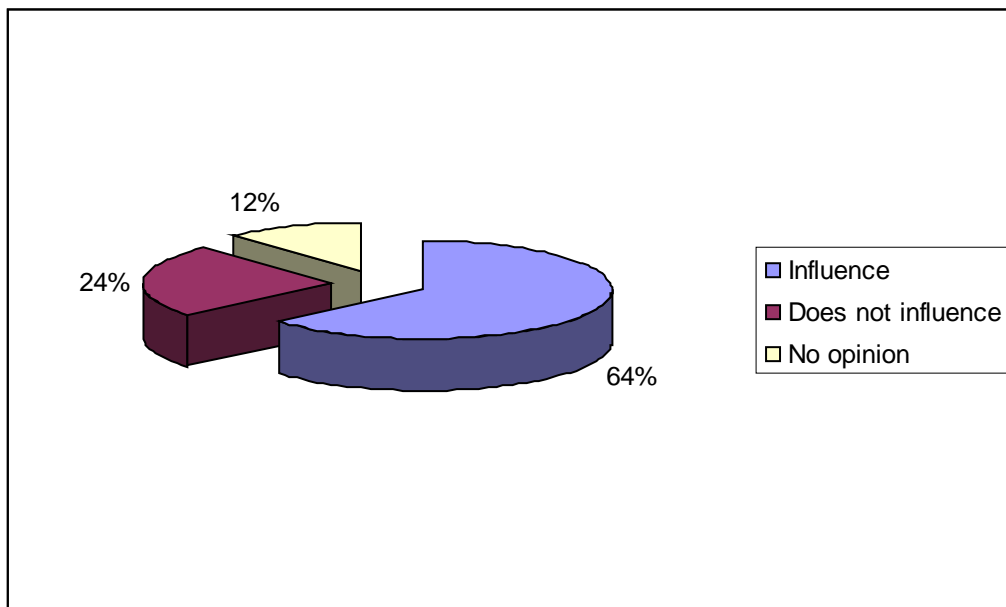
INTERPRETATION

The table shows that the 42% of the respondent is responding that increase in salary will motivate them the most.

4.1.7 Incentives and other benefits will influence your performance

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Influence	32	64
2	Does not influence	12	24
3	No opinion	6	12
	Total	50	100

(Table 4.16) Incentives and other benefits will influence your performance



(Chart 4.16) Incentives and other benefits will influence your performance

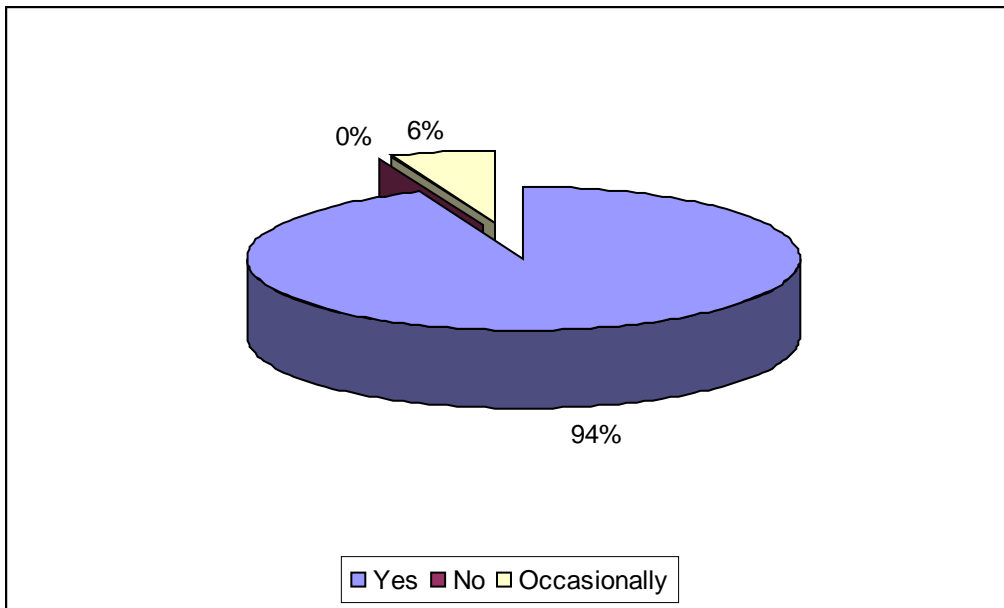
INTERPRETATION

The table shows 64% of the respondents responded that incentives and other benefits will influence their performance

4.1.8 Management involves you in decision making which are connected to your department.

SL NO	PARTICULAR	NUMBER OF RESPONDENTS	PERCENTAGE
1	Yes	47	94
2	No	0	0
3	Occasionally	3	6
	Total	50	100

(Table 4.17) Management involves you in decision making which are connected to your department



(Chart 4.17) Management involves you in decision making which are connected to your department

INTERPRETATION

The table shows 94% of the respondents agree that they the Management involve them in decision making which are connected to your department.

CHAPTER-5

5-CONCLUSION AND DISCUSSIONS

5.1 SUGGESTIONS

The suggestions for the findings from the study are follows

- Most of the employees agree that the performance appraisal behaviors are helpful to get motivated, so the company should try to improve performance appraisal system, so that they can develop their performance as well as it helps them to get motivated.
- Non financial incentive plans should also be focused upon and implemented; it can improve the productivity level of the employees.
- Organization should give significance to communication between employees and management and gain co-ordination through it.
- Skills of the employees should be appreciated, recognized and acknowledged.
- Better carrier development opportunities as well as entrepreneurship opportunities should be given to the employees for their improvement and also for improvement in the organization.
- If the centralized system of management is changed to a decentralized one, then there would be active and committed participation of employees for the success of the organization

5.2 LIMITATIONS OF THE STUDY

Limitations of the study are:

- The data was collected through questionnaire. The responds from the respondents may not be accurate and standardized.
- The sample taken for the study was only 50; being a small sample the results drawn may not be accurate.
- Since the organization has strict controls, it acts as another barrier for getting data.
- Another difficulty was very limited reach to organizations.
- Lack of support from many organizations.

5.3 CONCLUSION

The study concludes that, the motivational program procedure is found effective but not highly effective. The study on employee motivation highlighted so many factors which will facilitate to motivate the employees. The study was conducted amongst 50 employees and unruffled information through structured questionnaire. The study helped to find factors which were linked with employee motivational programs which are provided in the organization.

The performance appraisal activities really play a key role in motivating the employees of the organization. It is a major factor that makes an employee feel superior in his work and results in his fulfillment and productivity too. The organization can still ponder on specific areas which are evolved from this study in order to create the motivational programs more effective. Only if the employees are appropriately motivated- than they work really well and only if they work well the organization is going to advantage out of it. Steps should be taken to improve the motivational program's course of action in the future. The suggestions of this report may help in this direction.

5.4 SCOPE FOR FUTURE RESEARCH

The present study on employee motivation helps to get apparent picture about the factors which motivates the employees. This in spin helps the management to devise suitable policy to motivate the employees. Hence, the motivational level of the employees may also transform.

The factors that motivate the employees may alter with alteration in time because the needs of employees too alter with modification in time. So continuous monitoring and close observation of factors that motivate the employees is essential to maintain a competent work force. Only with a proficient work force an organization can attain its objective. Moreover, human resource is the most priceless asset to any organization. A further study with in depth scrutiny to know to what extent these factors motivate the employees is required.

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APPENDIX

QUESTIONNAIRE:

Q1. Since how many years you have been working in this association?

- a. 0-5 Years b. 5-10 Years
- c. 10-15 Years d. More than 15 Years

Q2. Rate your level of satisfaction with the working culture of the association?

- a. Highly Satisfied b. Satisfied
- c. Average d. Dissatisfied
- e. Highly Dissatisfied

Q3. Rate the statement “Top Management is interested in motivating the employees”?

- a. Strongly Agree b. Agree
- c. Neutral d. Disagree
- e. Strong Disagree

Q4. Which type of incentives motivates you more?

- a. Financial Incentives b. Non Financial Incentives
- c. Both

Q5. How far you are satisfied with the incentives provided by the Organization?

- a. Highly Satisfied b. Satisfied
- c. Dissatisfied d. Highly Dissatisfied

Q6. Please rate the below on the following rating?

1 – Strongly Agree 2 – Agree

3 – Neutral 4 – Disagree

5 – Strongly disagree

i. Reasonable periodical increase in salary

ii. Job Security

iii. Good Relationship with other staff members

iv. Effective performance appraisal system

v. Effective promotional opportunities

vi. Good Safety measures taken by organization.

vii. Performance appraisal activities are helpful to get motivated.

viii. Support from the other staff members is helpful to get motivated.

ix. Organization helps in Career Development.

x. Organization recognizes and acknowledges your work.

Q7. Which of the following factors which motivates you most ?

a. Salary Increase b. Promotion

c. Leave d. Motivational talks

e. Recognition

Q8. Do you think that incentives and other benefits will influence your performance?

a. Influence b. Does not influence

c. No Opinion

Q9. Does the Top Management involve you in decision making which are connected to your department?

a. Yes b. No c. Occasionally