

MAJOR PROJECT REPORT

Impact of employee motivation on overall performance of project teams

Submitted By:

Name - Jasvinder Singh

Roll Number - 2K19/MBA/39

Under the Guidance of:

Mr. Saurabh Agarwal

Assistant Professor at DSM, DTU

Mr. Dhiraj Pal Kumar

Assistant Professor at DSM, DTU



Delhi School of Management

Delhi Technological University

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Sincerely,

Jasvinder Singh

Roll Number- 2k19/DMBA/39

Abstract

Adequate incentives are a critical ingredient of any organization to achieve optimal performance in its employees. Project teams are an integral part of streamlining the company's core business and communication. This study is called for an assessment of the major factors influencing the level of motivation expressed by members of the project team. Through a comprehensive literature review, the study was able to identify understandable patterns of motivation among project team members who may be useful to project managers. The findings of this study conclude that the project team manager can improve motivation for subordinates through appropriate supervision, training, and setting objectives, constructive feedback, providing incentive services, rewards and recognition.

Keywords: employee, motivation, incentives, rewards

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Chapter 1: Background

The term Motivation is derived from a Latin word 'movere' which means to move (Baron et al, 2012) Various researchers and thinkers describe the term motivation in different ways. For instance, According to Certo, 2016 portrays it as fulfilling and offering motivating forces to individuals which drives them to act in ways wanted. Whereas, Nelson, 2013 describes motivation as a procedure of inducing a goal targeted behaviour. Motivation can be broadly classified into two types chiefly intrinsic and extrinsic motivation. The term intrinsic motivation stands for the behaviour that is induced because of the pleasant experiences while performing the task (Mosley, 2012). For example, the satisfaction achieved by completing the target, receiving appreciation and a positive recognition. However, extrinsic motivation has been described as the behaviour induced as a consequence associated with the task (Mosley, 2012). For example, salary, bonus and working conditions. Riggio, 2013 proposes that a worker is by a mix of the two variables at a given case. A major problem impacting most companies today is a lack of morale among employees. In most cases, inadequate management is to blame for motivational problems, since they fail to resolve multiple intrinsic and extrinsic motivational factors. Achievement, appreciation, accountability, and career development are examples of intrinsic influences.

Work conditions, job security, regulation, salary, benefits given, and occupational monitoring, on the other hand, are all extrinsic influences. As a result, project managers must accept encouragement as a method for achieving high efficiency in their organisations. (Baldonado, 2015) believes that increasing project team member motivation can result in a variety of organizational benefits. As a consequence, it is critical to conduct additional research on this topic.

Globalisation is a phenomenon that has an undenyng existence. It has been expressed that the situation in regards to the current chances and difficulties in initiative and the board are generously unique in relation to those before, especially in examination with the most recent twenty years (Neeraj, 2014). Both researchers and management practitioners have been interested identifying factors that affect both productivity and motivation. Considering the challenging situation that Indian market is currently into, it is imperative for organization to retain talent and drive employee performance through motivation. It is considered that the ultimate goal is creation of a work environment that is both positive, engaging and motivating. Organization should be a place where employees want to sustain, learn and contribute their knowledge and expertise.

Traditionally it is also considered that performance is based on two individual assumptions that it can be either related to individual's ability to perform tasks or upon the degree of motivation (Chung, 2013). The obligation of motivation is accepted to be triple: it falls on the shoulders of senior administration, direct director and employee himself (Bhuvanaiah and Raya, 2015). Many components are tangled in driving the motivation which includes trust, engagement, organizational values, job satisfaction, achievement, acknowledgement and rewards.

Execution based examination is viewed as perhaps the main Human Resource (HR) practice, administered in organisations where superintendents check the performance of their subordinates (Neeraj, 2014). This practice implies that performance of employees be measured as a means of improving their current and future performance. It also evaluates potential of an employee. Moreover, such practices are indispensable part of an organisation suitability. Representative responses to execution-based examination as far as seen decency, fulfilment and sufficiency are significant viewpoints as they drive the employees to improve their future presentation (Taylor et al, 2015). Therefore, performance appraisal can also be seen as a means of providing constructive feedback to employees which enhances their work performance and induces a sense of belongingness with the organisation.

In this manner, by concentrating on execution, execution examination goes to the core of staff the executives and sets out various destinations which are straightforwardly answerable for the profession improvement of representatives and proceeded with development and advancement of the associations (Selvarajan and Cloninger, 2016).

Since the significance of combining effective performance-based appraisal strategies to motivate the employees is well known, with the goal for associations to meet their destinations, they should have a employee force that is inspired and pursues accomplishing the said targets (Steers and Porter, 2011). Motivating representatives in an association is a test yet keeping them persuaded is a much greater test itself. In today time organizations work tirelessly in identifying certain programs which when effectively implemented will increase employee productivity by channelling the motivation. It is no longer enough to provide salary-based increments to drive employee performance (George & Jones, 2013). It has become more complex than ever due to rise in employee expectations.

Employee motivation greatly affects the overall productivity of entire team and organization on the whole. An inadequately roused representative will be a deficiency of assets to the association as far as lower productivities, expanded truancy, over the top staff turnover and expanded costs. This will ultimately have a negative impact on the performance of his colleagues and the team in the end. It is a well-known fact that success of an organization is driven by the quality of its human resource,

irrespective of the industry within which it operates (Jobber & Lee, 2014). Leaders and managers must therefore strive to ensure that their workforce is adequately motivated and hence performing.

Theory of occupation execution offer that motivation is a critical determinant of execution. The part of Motivation in the work setting has been concentrated to comprehend what makes representatives make a decent attempt to progress nicely, or all the more explicitly what causes the excitement, heading, and diligence of wilful activities that are objective coordinated (Mitchell and Linden, 2012). It is therefore imperative that managers understand what motivates employees and also how to motivate them effectively (Deci, 2013).

There have been various investigations/researches done on motivation and worker execution. Many researchers have hypothesized speculations to attempt to comprehend what inspiration is, and what it means for individuals (Fincham and Rhodes, 2015). One especially critical hypothesis was created by Abraham Maslow and is known as the chain of hierarchy of needs (Riggio, 2014).

At the center of Maslow's theory is a progression of five classifications. They are mental, security, social, regard and mythical person - completion needs (Kreitner & Kinicki, 2016). The results of the study involving employee motivation would be extremely useful to project managers, as they would enable them to devise a variety of strategies to boost morale and efficiency among their team members.

The efficacy and inconsistencies of existing approaches for motivating project teams are evaluated in this thesis. Furthermore, it investigates how motivation influences individual and project team success. It is basic to take note of that individual exhibition played a critical part in deciding the general usefulness of a corporation.

1.1 Why the problem has not been solved?

Low morale among employees has persisted for a long time due to a variety of factors. To begin with, the supply of employees is currently insufficient to meet demand. As a result, businesses are often pressured to overwork their staff. As a result, the project participants face high levels of workplace stress, resulting in low morale. According to Padma et al. (2015), “stress is high in every profession due to their nature of work, goal, milestones, night shift, and overwork”.

An increase in stress, according to Stinson (2010), causes a person to lose the drive that led him to take on a position in the first place. Many employees, professionals are under relentless pressure to provide services quickly, which lowers their morale.

Secondly, workers are not involved in the day-to-day activities of the companies they work for. “Employers want to see how their work relates to broader organizational objectives,” Gallo (2011) says. Most project team members are disengaged in every industry, resulting in a obstructive work experience. They are regularly offered assignments to finish without respect for the general mission and vision of the association.

Thirdly, most managers in any sector struggle to strike the right balance between getting the job done and maintaining a healthy working atmosphere for all employees. It's important to remember that most managers are focused on achieving the organization's mission and vision at the expense of their employees' well-being. Employees suffer in the long term as a result of this. Most managers in most companies, according to Lawler (1994), fail to concentrate on job redesign aimed at improving motivation.

Chapter 2: Review of Literature

This segment tries to present an important theoretical and verifiable literature according to the research questions being analysed. The reason for this is to decide the effect of external motivation on employee performance. This part will expound on the effect of motivational goal setting on employee performance, impact of monetary impetuses on performance of employees, lastly, the effect of acknowledgment and award programs on employee performance.

2.1 Goal Setting

A goal is the point of an activity or desired results that an individual intentionally wants to accomplish or acquire (Locke and Latham,2002)

It is a motivational technique which is used commonly in an organisation as a means of putting all the efforts of each employee in order to achieve a common goal which can be communicated. This theory was first researched almost fifty years ago and has been the most researched and applied theory of motivating the employees in the field of industrial and organisational psychology (buchanan,2012).

Goal setting theory taught the development of an empirical research on workplace motivation, and it is by far the most important paradigm in the today's literature. (Kurose, 2013).

Locke and Latham's goal setting theory expresses that few conditions are especially significant in fruitful goal accomplishment. These incorporate goal acknowledgment and responsibility, goal particularity, trouble, and criticism (Redmond, 2015).

This theory expresses that for employees to be inspired, objectives should be clear, explicit, achievable and at whatever point conceivable, evaluated (Riggio, 2014). Explores additionally recommend that singular objective setting of workers is better compared to having bosses or supervisors defining objectives.

Acceptance of goal plays a vital role in the victory or failure of the goal setting practice. Goal acceptance is defined as one's affirmation to goal or in other words, the resolution to achieve the goal (Bipp & Kleingeld, 2011). It can be simply stated as the degree of determination to achieve one's goals.

Accepting the goal is the foremost step of creating motivation. Simply assigning the goals to employees might not be enough if it is difficult to achieve. Therefore, commitment is important when goals are challenging. It is accepted that goal setting cannot be expected to be successful if goals are readily abandoned on the onset of difficulties (Kurose, 2013).

The two primary tools which help to increase the goal commitments are:

Significance and Self-efficacy. (Locke and Latham, 2002).

Self-efficacy is one's confidence on himself or herself about his/her strengths or weaknesses to accomplish the higher goals and succeed in achieving them with strong commitment (Latham, 2007).

As per Locke and Latham (2006) self-efficacy ensures goal commitment. There are following three ways in which a supervisor can raise the self-efficacy of their subordinates:

1. By providing adequate training to their subordinates to achieve the goal.
2. By acting as a role model to inspire them to enhance the goal commitment and
3. Communicating with them to boost their moral and confidence and instils a zeal that the setted goals can be achieved by them. (Latham, 2007).

The second arbitrator of goal setting is goal trouble/task intricacy. Troublesome, explicit goals lead to better than do-your-best objectives or simple objectives and this structures the Center of the high-performance cycle (Bipp and Kleingeld, 2011). Goal theory recommends that it is simply the objective that gives the main impetus (Cole and Kelly, 2011). Objectives ought to be set sufficiently high to energize superior however low enough to be feasible (Latham, 2007) The central issue is that an objective should be troublesome just as explicit for it to raise execution (Lunenberg, 2011).

Goals that are excessively simple or too hard to even consider accomplishing contrarily influence the presentation. Hence, one should define goals that are practical, feasible and testing.

Ultimately, another significant mediator of goal setting is input. Without the presence of a reasonable input comparable to the quest for goals, goal setting loses its force as the employee can't evaluate his exhibition during the interaction (Kurose, 2013).

2.2 Motivation

Motivation can be described as a state of mind “force within an individual that accounts for the level, direction, and persistence of effort expended at work” (Schermerhorn et al., 2014, p.100). Every employee in a project teams require a lot of motivation they can help you achieve great results. In recent years, employees have had a general lack of motivation. This is frequently attributed to a heavy workload and high levels of stress. Companies have had a high turnover rate over the years due to a lack of motivation.

Motivation is the main ingredient of employee performance and productivity. If the employees do not get a favourable working environment, supportive supervisors, remuneration and clear work objectives, they will not be able to accomplish the tasks with ample motivation (Mullins, 2006). Mullins also suggests that motivation helps the employees to put effort in pursuit of accomplishing a given task to gain satisfaction.

With prevailing uncertainty in economy, coupled with increased performance pressure on employees to retain the existing businesses and acquire new businesses, has revived the interest of organisations in motivating their employees to foster productivity throughout. Literature has especially recognised the importance of motivating their employees through financial incentives and rewards. As a result of less motivated workforce organisation's cost will increase in terms of increased staff turnover, increased expenses and poor productivity. That is why, organisations continuously try to refine their workforce by better selection, training, motivation and compensation. Among these, remuneration and incentive reward schemes play a crucial role in motivating the workforce (Abratt and Klein, 1999).

According to Mak & Sockel (2001), employees who are not satisfied with their jobs are more likely to leave. Their lack of motivation is largely due to their unhealthy lifestyle. Stinson (2010) Many project members low morale is attributed to their way of life, according to the author. Due to low workforce in the Covid -19 pandemic they always work excessively long hours, shoulder many commitments, and do not get enough sleep as organizations are not willing to hire new applicants. Most employees, often indicates various signs of exhaustion such as headaches, sense of fatigue, detachment, decreased sense of accomplishment, lowered immunity. These factors contribute to their lack of motivation and dissatisfaction of job.

2.2.1 Motivational Theories:

Second, to increase organizational motivation and job satisfaction, managers should use Maslow's Hierarchy of Needs and Two-Factor Motivational Theories.

2.2.1.1 Maslow's Hierarchy of Needs:

Maslow's Hierarchy of Needs will help you get more motivated for your project teams. Organizations should meet five basic needs, according to Maslow's Hierarchy of Needs: psychological, protection, belonging, esteem, and self-actualization (Sandhya & Kumar, 2011; Cherry, 2014). According to Sandhya & Kumar (2011), organizations should develop strategies that enable them to meet the diverse needs of their project teams. It's important to remember that lower-level needs should be met first, before

higher-level needs. Montana & Charnov (2000) claims that there is a “natural trend in which individuals become aware of and therefore are motivated” by the needs in ascending order (p.228)

2.2.1.2 Two-factor Theory:

It is proposed that determinants of job satisfaction are different from job dissatisfaction. The factors that give rise to satisfaction are called motivators like recognition, responsibility and achievement. While those giving rise to dissatisfaction are known as hygiene factors like salary, company policy and working conditions (Cole and Kelly, 2011). Motivators leads to employees being satisfied and motivated with their work. Presence of motivators bring satisfaction and motivation whereas their absence brings neutrality (Levy,2013). Motivators can be both intrinsic and extrinsic factors. On the contrary, presence of hygiene factors brings dissatisfaction and their absence leads to satisfaction (Chung, 2013).

2.2.1.3 Self-efficacy Theory:

As a result, project teams will apply the self-efficacy principle to their work. The self-efficacy concept is described by Cherian and Jacob (2013) as an essential motivational construct of self-beliefs with which team members can complete a task. This theory should be applied by the project team by techniques such as goal setting and feedback. According to Schunk (1995), goal setting and feedback influence self-efficacy and motivation.

2.2.2 Other Aspects of Motivation:

Managers should think about the several factors that influence motivation such as compensation, mentorship, work environment and training. According to Sandhya and Kumar (2011), the pay-scale of any project team is directly related to their success.

As a result, organizations should propose strategies that are fair and equitable. A fair and equitable system of compensation and incentivizing the employees helps to increase the degree of motivation in project teams. It is imperative for the senior management to lend the required resources to its employees.

“Growth in an employee's career is a positive motivating factor,” according to Sandhya & Kumar (2011). As a result, every company should provide opportunities for advancement to their workers. Furthermore, since project participants often encounter high levels of stress, it is critical for these organizations to offer excellent support services to these individuals.

2.3 Financial Incentives

Money is the factor that induces the most motivation and no other factor comes close to it in terms of its influential value. Money has the potential to retain and motivate individuals towards higher performance. It cannot be denied that every action is done in pursuit of some tangible benefit which is mostly in terms of financial compensation to work. Financial incentives have a dominant effect on the commitment and loyalty of the employees as it is an indispensable factor for survival in an economy. Money has been described as the most fundamental factor in motivating the industrial works to attain greater productivity (Steers & Porter, 2011). Therefore, it is important for organizations to think critically about the remuneration packages and performance related incentives they offer their employees.

2.4 Recognition and Rewards

Positive acknowledgement of work takes the form of tangible rewards and as well as recognition and praise. A combination of recognition and rewards is said to have a very peculiar impact on the motivation level of employees (Kinicki and Kreitner, 2016). Most organizations have a formal recognition and reward system where good performers are recognised with rewards.

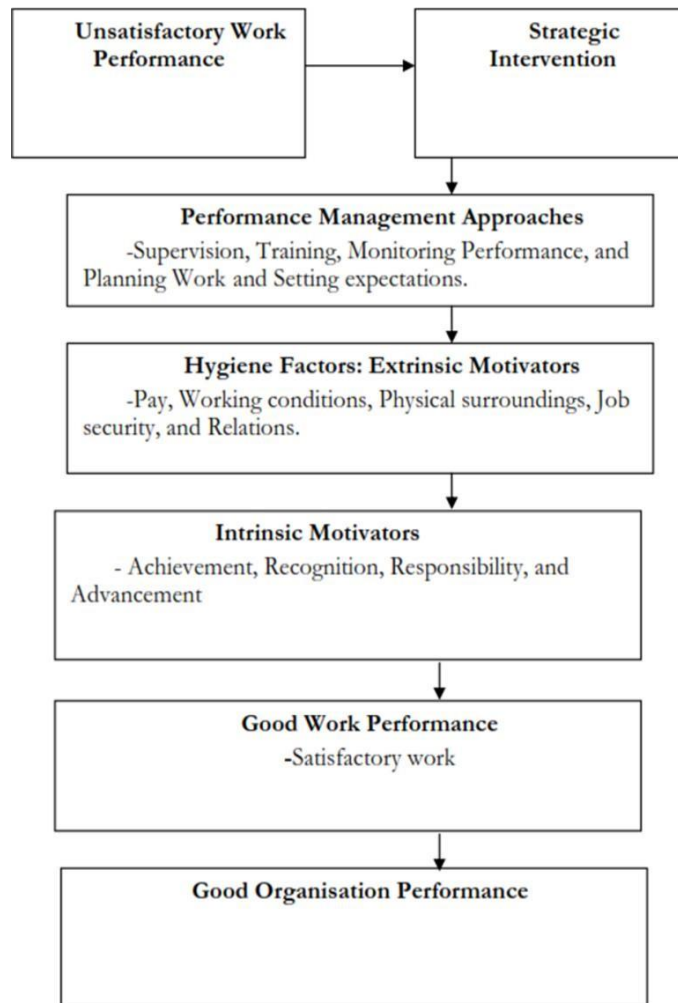
2.5 Workplace Environment

Employees should foster a consistent healthy working environment. “Open-mindedness and clear work culture play an important role in employee retention” and motivation, according to Sandhya and Kumar (2011). As a result, when working on various projects, members of the project team can interact with their colleagues diligently.

This will make them feel like a member of the squad, which will boost their morale. Also, intrinsic motivators such as praise and compensation should be used by project team managers. Effective leaders must emphasize the importance of intrinsic motivators like accomplishment, appreciation, satisfaction, responsibility, development, and growth (Fortenbery, 2015).

2.6 Conceptual Framework

The project teams can use the following conceptual framework, to improve their motivation.



2.7 Performance

Job performance can be referred to the value any set of employee contributes to the organization, that can either positively or negatively affect the task and goal accomplishment. Employee behaviours are directly involved with transformation of organizational resources into goods and services (Colquitt et al, 2014).

2.7.1 Performance Management Approaches:

The vast majority of the researchers whose work was checked in order to promote this study agree that different performance improvement methods may be used to boost employee morale.

2.7.1.1 Supervision:

Employee supervision is one of the most powerful methods for can employee motivation. Menon et al. (2008) found that “employees demonstrated high levels of motivation and established intrinsic and extrinsic sources of motivation as well as positive and negative supervisory characteristics” in their research. Positive types of supervision have been shown to improve employee efficiency and morale in every business. Rao, Srinivasan, and Babu (2015) bolster this claim by claiming that supervision boosts efficiency and performance, both of which are important factors in employee morale. In the course of project execution, supervision will also help to alleviate some of the obstacles that members of project teams face.

2.7.1.2 Training:

Training is another important performance improvement strategy that can be used to boost employee productivity in every industry. According to Sharma & Sharma (2016), providing ample learning opportunities to workers improves work awareness and comfort, encouraging them to aim for peak performance. Furthermore, Sharma and Sharma's findings revealed that high levels of motivation and success are directly related to training. Tabassi et al. (2011) found a close association between an organization's employees' morale and the training opportunities available to them. According to them companies' efficiency is closely associated with policies and procedures in preparing and empowering their workers and workforce. Companies that have adequate training programs for their employees will boost employee morale.

2.7.1.3 Setting Appropriate Expectations:

Setting realistic goals is another performance improvement strategy that can help project team members become more motivated. According to Schunk & Zimmerman (2012), providing smart goals will provide appropriate challenges that will motivate workers who are experiencing low morale. Setting realistic goals within a company promotes friendly competition among employees, which can boost motivation (Schunk & Zimmerman, 2012). According to Bjerke and Renger, the way a company decides its expectations from workers also determines their motivation (2017). According to Bjerke & Renger (2017), customizing individual standards to suit the abilities of particular workers can also boost their motivation levels.

2.8 Job Satisfaction

Job satisfaction is the proportion of how satisfied an individual is from the work that he performs. A few examinations have discovered that fulfilment unequivocally affects work execution, nonappearance, turn overs and psychological disorders (Storey, 2013). It is suggested that managers can positively affect motivation through job satisfaction. There are several factors that might affect the satisfaction one achieves and it is individually unique. No two employees can be satisfied with the same set of factors in a workplace. Therefore, managers and superiors should identify the employee's occupational choices. In comparison to the motivators, hygiene factors can also be used to generate satisfaction as it has been observed that in absence of the hygiene factors, employees tend to feel satisfied (Steers & Porter, 2011). However, it has also been stated that an employee may be satisfied with his overall working conditions but might not be motivated enough to work with his full potential (Storey, 2013).

Chapter 3: Problem Statement

In a highly competitive global market, organizations strive to retain skilled and talented workforce. Highly skilled employees are an asset to an organization and it is evident that highly skilled employees tend to have a higher degree of productivity. However good performance is not a result of motivation only. It includes ability, skills, equipment, supplies and time. It is also considered that most organizations already have a high staff turnover, and it is not favourable for them to offer monetary incentives at all times to motivate and appreciate their performance. Therefore, it must be noted that money is not the only way to motivate employees.

Additionally, different people are motivated by different factors. Leaders and Managers must identify what individually motivates their workforce and should not follow one-size-fits-all approach (George & Jones, 2013). Therefore, studies that aims at identifying various factors that motivates employees and drives them to increase their performance are an invaluable resource, that have the potential to help current and future organizations to maximize employee performance and mitigate employee turn-over and under performance. Any organization is only as strong as its workforce. Hence, human resources must be treated with great care and should be given special managerial attention and time (Storey, 2013).

With this is mind, I decided to carry out a research to understand the effect of motivation on employee performance and the impact of employee motivation on overall performance of project teams. It is the human resource amongst other factors of production in the organization which really makes a distinction (Kreitner & Kinicki, 2013).

Creation is considered as good when gross commission got by a specialist is high. It is human ability and responsibility which at last separate fruitful associations from those that come up short (Deci, 2013).

The issue statement focuses on how project teams in every industry struggle with motivation. Conflicting interests and the competition for attention will be examined in this study to see how they impact the quality of success provided by individuals in project teams. It will also look at how motivation influences the project team's overall success.

This is because there hasn't been much emphasis on comprehending this phenomenon. Despite the fact that team members' levels of motivation have a significant effect on their level of performance, it is also important to understand the impact of motivation on project teams' performance because it determines the project's success. Furthermore, the results of this study will aid in the development of project

management approaches that will improve not only team members' success but also their well-being and job satisfaction.

This study will also assist project managers in determining the most effective strategies for empowering their teams. The findings of this study will assist project team leaders in the information technology industry in determining how to balance the needs of each individual project team member in a way that promotes project team cohesion and morale.

Project team leaders who ensure that their team members are sufficiently inspired have a higher rate of project success than those who do not. This is due to the fact that project teams of participants who are unmotivated produce below-average individual results.

Research does not cover other factors that affect the performance of project team members. It also provides strategic solutions that could enhance the motivation and performance.

3.1 Hypothesis

The main hypothesis for this research is: Increased level of motivation leads to a substantial increase in the overall performance of team.

3.2 Research Questions

1. How does motivational goal setting impact employee performance?
2. How does financial/ monetary incentives impact employee performance?
3. How does recognition/ rewards impact employee performance?

3.3 Scope

The main deliverables will be a detailed literature review section and a section with suggested solutions. The thesis would heavily depend on secondary research conducted with the help of a well-constructed survey.

The focus of this research will be on competing interests and how they affect motivation and success. Since the tasks to be served by each member are not properly evaluated, team leaders in the industry risk getting a low team spirit and increased opposition from most project team members.

Individual interests that are not compatible cause friction and tension, which has a negative impact on the project team's efficiency. It also leads to the deterioration of relationships between team members. It is recommended that the root causes of this issue be addressed in order to mitigate the negative impact it

has on project team motivation and success in the information and technology industry. Individual project team members' success suffers as a result of a high turnover rate, poor morale, and a lack of direct motivation. It is recommended that the root causes of this issue be addressed in order to mitigate the negative impact it has on project team motivation and success in the information and technology industry. Individual project team members' success suffers as a result of a high turnover rate, poor morale, and a lack of direct motivation.

Furthermore, the strained relationships that can arise as a result of the heated arguments can lead project team members to resign. Employee turnover will rise to unfavourably high levels as a result of this. Finding a solution to resolve competing interests among individual team members will boost efficiency and increase the success rate of project implementation in every industry.

Chapter 4: Research Methodology

This This chapter deals with the methodology that was used in conducting research study. In this chapter, research designs are presented and it deals with the following techniques- sampling techniques, data collecting methods and data analysis methods.

4.1 Research Design

The goal of this tool to fulfil academic objective. A descriptive design research was used in this study. Descriptive research focuses om gathering data from an extensive literature review, outlines phenomenon and then organizes, tabulates, depicts and describes the findings. With the help of graphs and charts to help the reader understand the results (Cooper and Schindler, 2011). Saunders 2007 describes research designs as how answers to research questions would be given. The research design for this study was the survey research design to assess the relationship between effect of motivation and employee performance. Hence, it was both qualitative and quantitative in nature.

4.2 Populations

This research involved 100 respondents. The study population defines the total set of elements that one would study or make inference (Cohen et al.,2013). The parameter population however refers to the individual respondent or object on which the measurement is made, which is the unit of study (Cooper and Schindler, 2011). The foundation of this study were the respondents and appropriate answers were given by the respondents. Respondents comprised of various professionals employed at different levels or post in different organizations. To make the thing clear, the respondents belong to different departments within the organization.

4.3 Sampling Technique

The sampling technique used for carrying out this research was convenient sampling. As per Mugo (2010), a convenient sample results when a more convenient unit is taken from sample of observation

4.4 Data Collection Methods

According to (Cooper and Schindler, 2011), data collection methods involve the process of collecting the data after the researcher has identified the types of information which is required is investigative. The data that was collected was primary one and the collection tool was self- administered questionnaire provide to all 100 respondents. The first part of the questionnaire involved collecting demographic information of the respondents which involved age group, gender and department in which they work. The second part involved the effect of goal setting with the motivation. The respondents were provided with 5 multiple choice options representing 5 different degrees of satisfaction i.e., Strongly Disagree, Disagree, neither disagree nor agree, agree and strongly agree. The third part deals with rewards and recognitions and their effect on employee motivation indicated with 5 preferences i.e., Strongly Disagree, Disagree, neither disagree nor agree, agree and strongly agree. The fourth part deals with the effect of financial incentives with the employee motivation indicated with 5 preferences i.e., Strongly Disagree, Disagree, neither disagree nor agree, agree and strongly agree.

4.5 Data Analysis Methods

The purpose of data analysis is to diminish amassed information to a sensible size, creating outlines, searching for designs, and applying factual techniques (Cooper and Schindler,2011). The study was directed online through Google Forms platform.The information gathered was caught in the computer for examination utilizing Data Studio. The data was then presented in understandable and convenient way including frequency tables, graphs and charts

Chapter 5: Analysis and Interpretation

This chapter involves discussing the results of findings of the data analyzed from the questionnaire. The data was analyzed based on research objectives and questionnaire items using Data Studio to generate charts and the results are presented.

5.1 Response Rate

A total of 115 questionnaires were shared online out of which responses from 105 respondents were received. The data was then cleaned by scrutinizing it carefully and to make sure that all questions were answered appropriately. 100 respondents were left after this process which gives response rate of 86.95%. The response rate is the extent to which the final set of the data includes sample members and is calculated from the number of people with who interviews are completed divided by the total number of people in the entire sample which includes the respondents who refused to participate in the and those who were unavailable (Kolter, 1997).

5.2 Age group

The respondents were asked to choose the age group they belonged to and the results are presented below. Fig 5.1 indicates that out of all respondents, 51% fall in the age group of 18-25 years, 31% respondents come under the age group of 26-30 years, 2% belong to the age group of 36-40 years. And 16% were aged above 40. To conclude, majority of respondents were under the age group of 18-25 years.

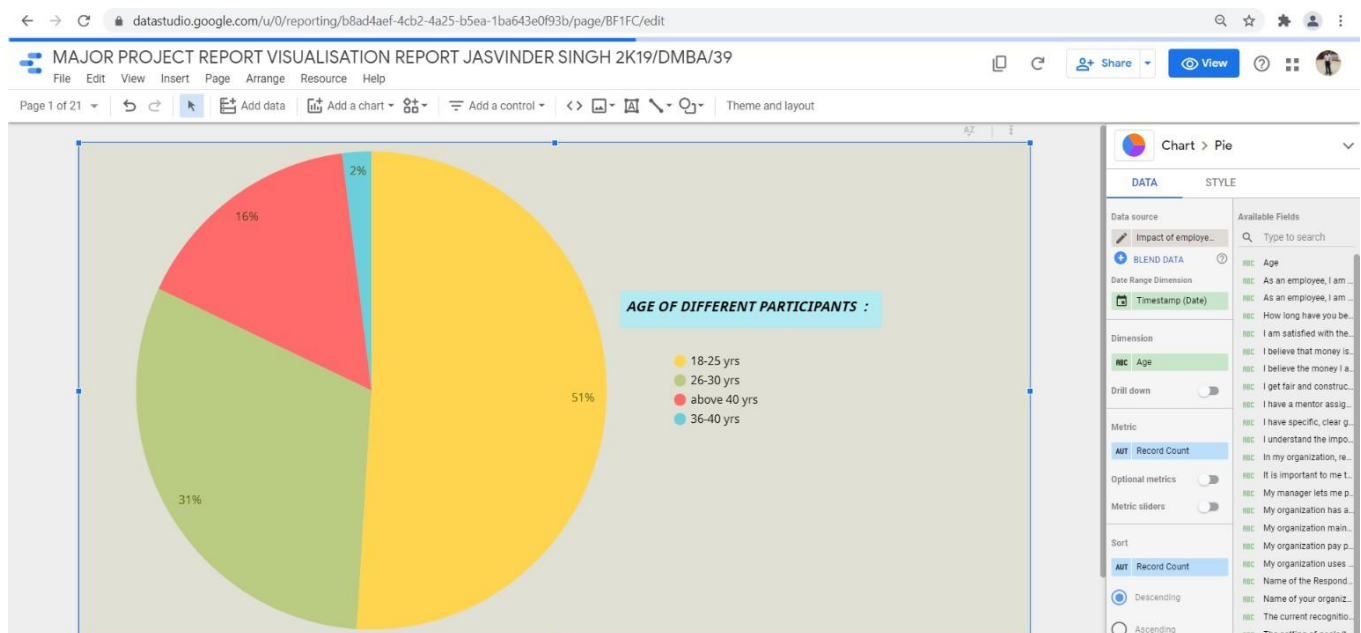


Figure 5.1 Age Group of respondents

5.3 Tenure

The respondents were also asked for the duration for which they had worked in their present organization. The results gathered are shown below. Fig 5.2 outlines that 55% of respondent served their current organization for a tenure of less than 1 year, 34 % worked for 1-3 years ,5% respondents served for 3-5 years and remaining 6% respondents served for more than 5 years in their current organization. To conclude, majority of the respondents served the tenure for less than a year and were new to their company

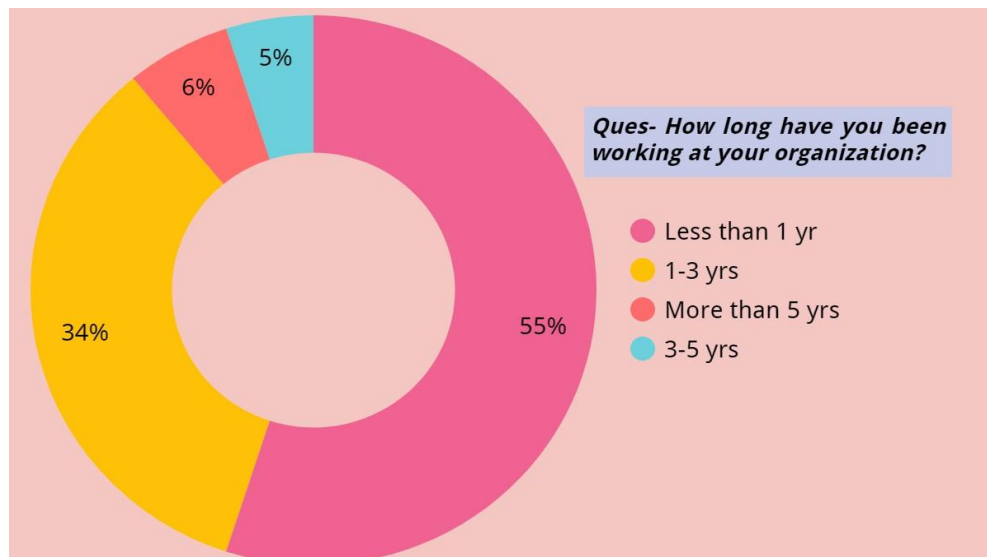


Figure 5.2 Tenure served by respondents in current organization

5.4 Effect of motivational goal-setting on employee performance

The respondents were asked to choose various factors that helps in goal setting using the scale: strongly disagree-disagree-neutral-agree-strongly agree. The results obtained from this study are presented below

5.4.1 Participation in setting goals

The respondents involved in this research where asked whether their manger allows them to participate in setting their goals and the results are presented below. Fig 5.3 outlines that out of total respondents, 45% agrees that their manager/supervisor allows them to participate in individual goal setting for themselves. On the other hand 27% gave a neutral response to this question. 10% and 6% respondents disagree and strongly disagree when asked the same question. It can be concluded from the results that majority of employees participate in their goal setting process.

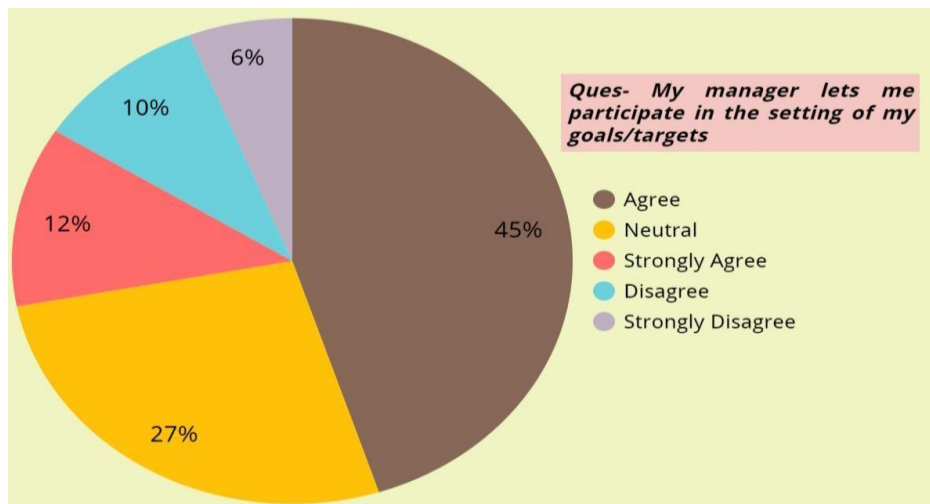


Figure 5.3 Participation in setting goals

5.4.2 Importance of goals

The respondents involved in this research study were asked whether they are aware of the importance of goals and how they are related to the overall objective of the organization. The results of the same are presented below. From fig 5.4, it can be inferred that out of all the respondents, majority of respondents i.e. 52% and 25% have respectively agreed and strongly agreed to the point that they are aware of the importance of goals and how their relation to the overall objective of the organization. Moreover, 15% respondents gave a neutral response to this statement. The remaining 5% and 3% respectively disagree and strongly disagree when asked the same thing. So, it can be concluded that majority of the respondents are aware about the importance of goals and their relation to the overall objective of the organization.

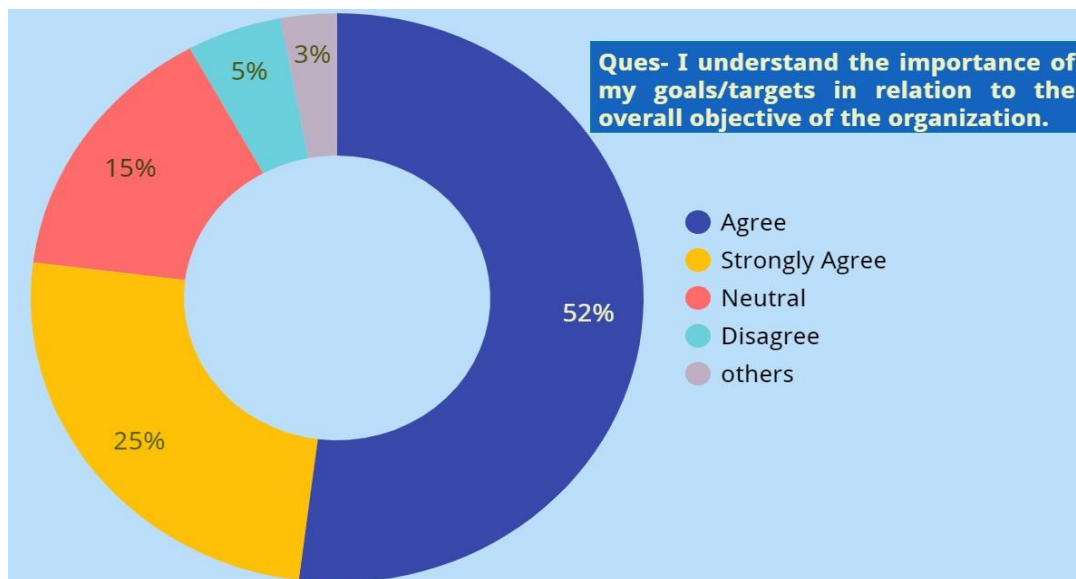


Figure 5.4 Importance of goals

5.4.3 Specific Goals

The result shows the indication if the respondents have specific goals for them to aim for within their job. Figure 5.5 shown below suggests 48% respondents agree and 31% strongly agree that they have specific work- related goals, 12% are neutral. 5% & 4% of total have negatively responded to the statement. it can be deduced that majority of the respondent have clear and specific goals in the context to their work.

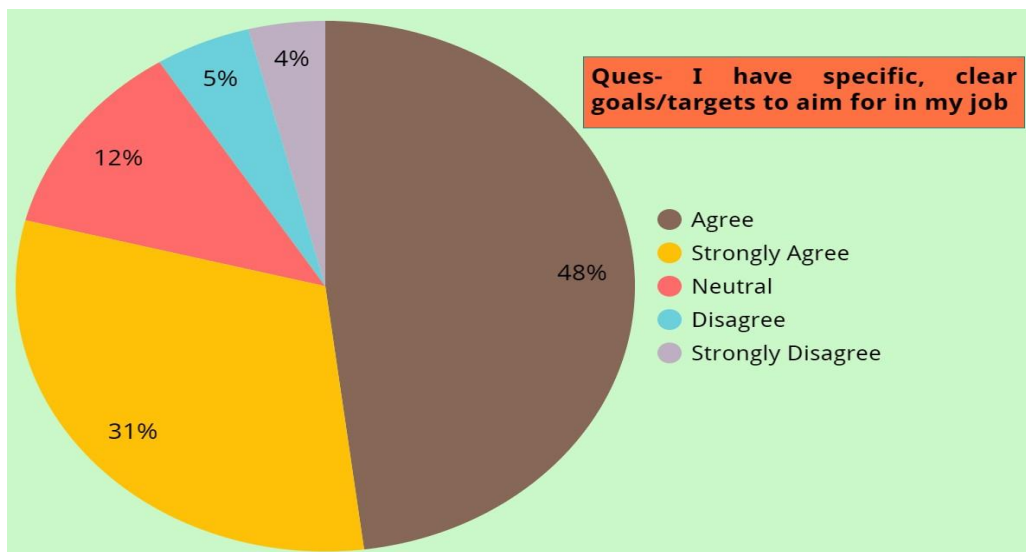


Figure 5.5 Specific Goals

5.4.4 Constructive Feedback

The It was asked from the respondents whether they received constructive feedback timely related to their goals & results are given. Fig. 5.6 clearly depicts that majority of respondents agree to the statement that they get a constructive feedback from their supervisors & managers. However, 15% respondent have given a neutral response, 5% disagree & 3% strongly disagree to the statement.

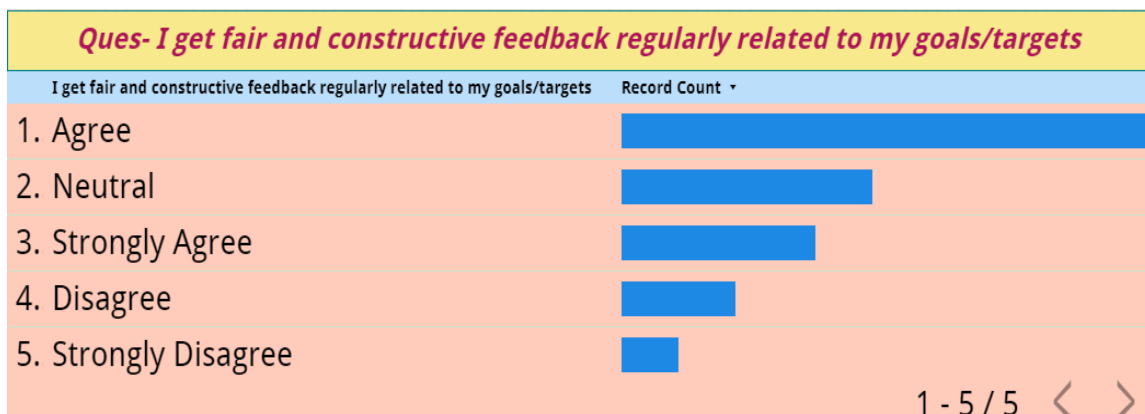


Figure 5.6 Constructive Feedback

5.4.5 Satisfaction with work challenges

The satisfaction of the respondent were asked with the challenges provided by their jobs and the results are given. Fig. 5.7 indicates that 38% respondents agree, 35% strongly agree, 14% neutral, 10% disagrees & 3% strongly disagree. It can be inferred that majority of respondent are satisfied with challenges underlying within their jobs.

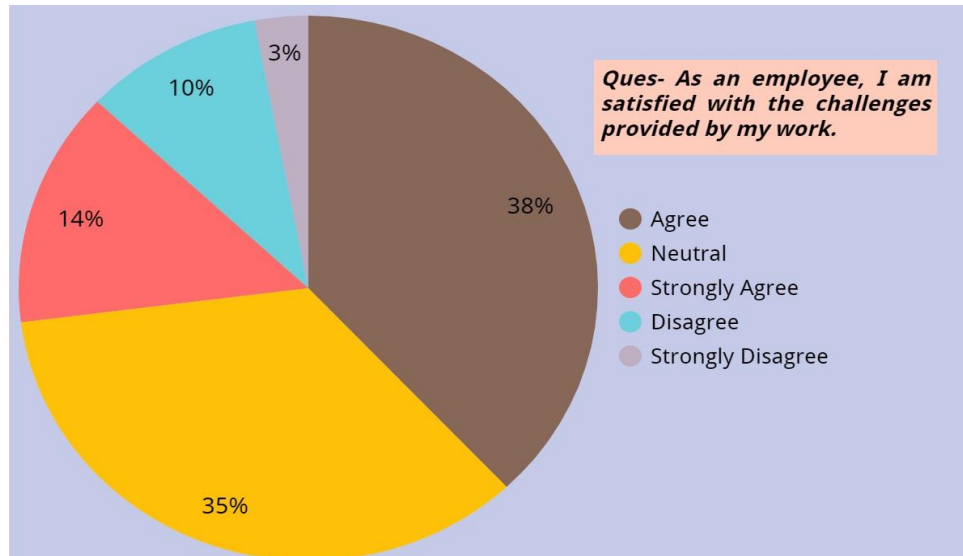


Figure 5.7 Satisfaction with work challenges

5.4.6 Regular Training

The respondents were asked if they are regularly trained to acquire knowledge & skill. Results are provided in the Fig. 5.8 below, which indicates that 46% agree, 26% strongly agree, 14% neutral, 12% disagree & 2% strongly disagree. It is evident that majority of the respondent agree that they are regularly trained.

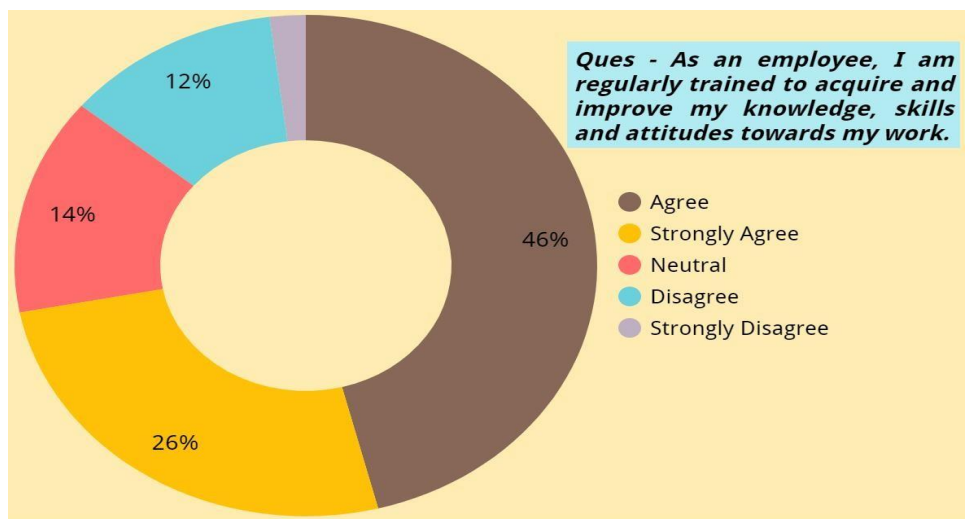


Figure 5.8 Regular Training

5.4.7 Mentorship

In this section it was asked if the organization has assigned them mentors to guide them in achieving their goals & results are provided. Fig 5.9 depicts that 46% respondent agree, 20% strongly agree, 11% are neutral, 15% disagree & 8% strongly disagree. This indicate that majority of respondent have an assigned mentor within their respective organizations to guide them in achieving their goals & target.

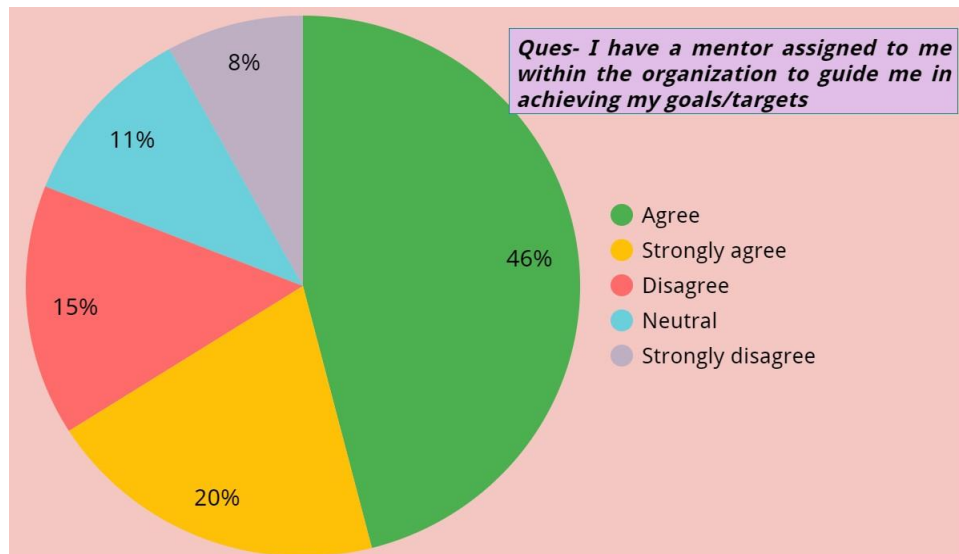


Figure 5.9 Mentorship

5.4.8 Impact of goal-setting on performance

Questionnaire included question if goals setting had improved their overall performance & results are shown. Fig 5.10 clearly indicates that 48% respondents agree & 23% strongly agree. whereas 15% are neutral & 7% respondents each disagree. The majority of respondents have seen an improvement in in the performance since the adoption of goal-setting practices.

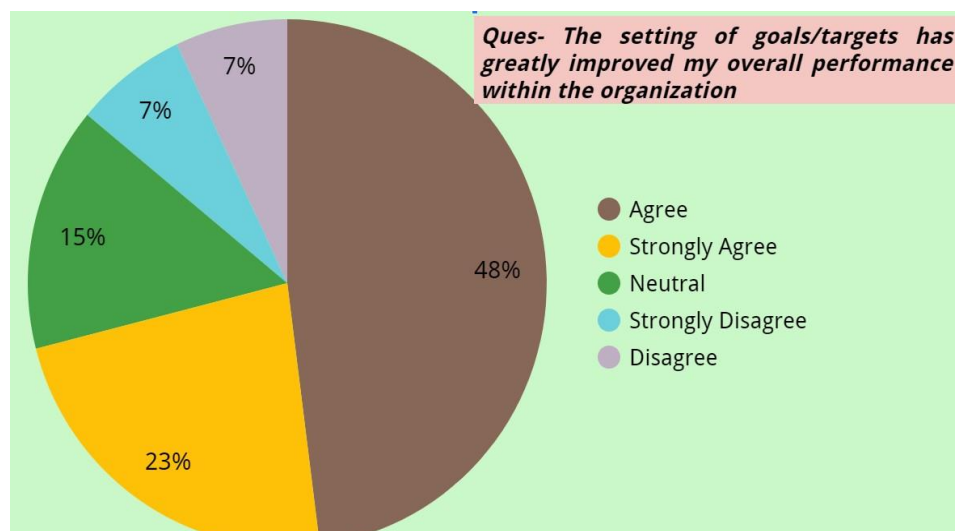


Figure 5.10 Impact of goal-setting on performance

5.5 Effect of Financial/Monetary factors on employee performance: On the scale of Strongly disagree, disagree, neutral, agree & strongly agree, respondents were asked to rate the effect of various monetary factors on their performance.

5.5.1 Satisfaction with pay

The Questionnaire included to indicate whether respondents were satisfied with the pay/salary they were getting. Fig 5.11 indicates that 36% respondents are neutral and were satisfied with the level of remuneration they were getting. 26% agree & 3% strongly agree. 24% disagree & 11% strongly disagree. Majority of the sample are not satisfied with the level of pay they receive.

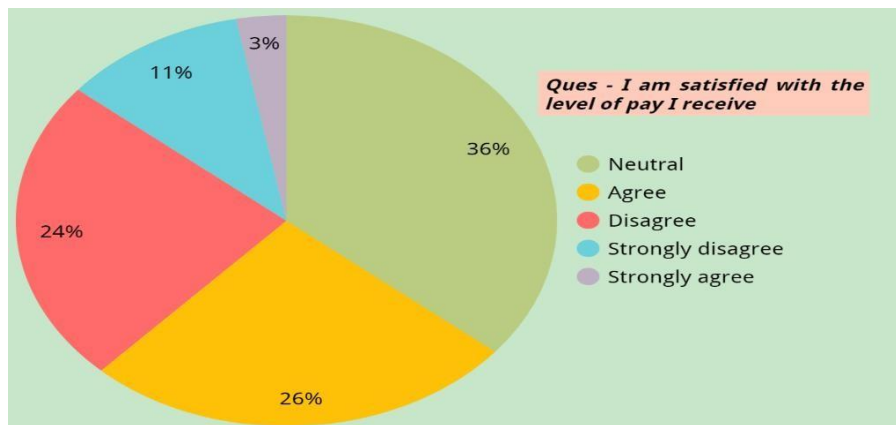


Figure 5.11 Satisfaction with pay

5.5.2 Competitive Pay

This section includes question related to indicate whether the pay received is competitive when compared to other companies in the industry. Fig. 5.12 depicts that 37% agree, 14% strongly agree 26% are neutral, 16% disagree & 7% strongly disagree that the pay they receive is competitive as compared to other org. it can be deduced that majority of respondents are certain that they receive a competitive salary as compared to those employed at the same profile in the organization.

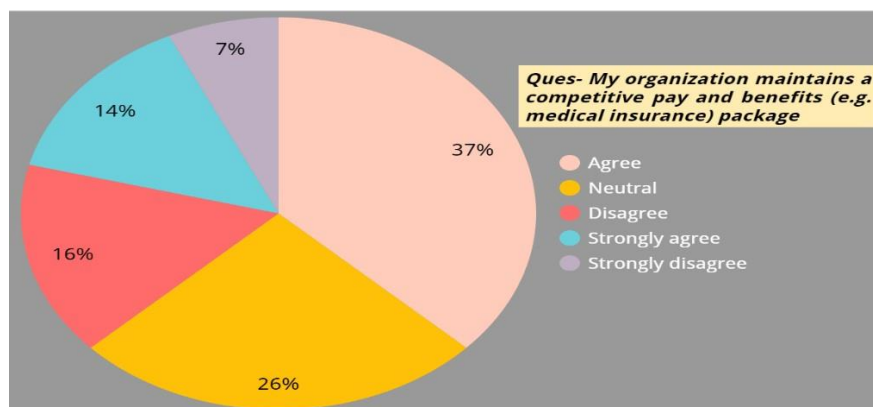


Figure 5.12 Competitive Pay

5.5.3 Monetary Rewards

Respondents were asked to indicate whether the organization uses rewards in monetary terms e.g. allowance & bonus's in order to motivate. Fig 5.13 indicates 43% respondent agree, 11% strongly agree, 22% neutral, 12% disagree & 12% strongly disagree.

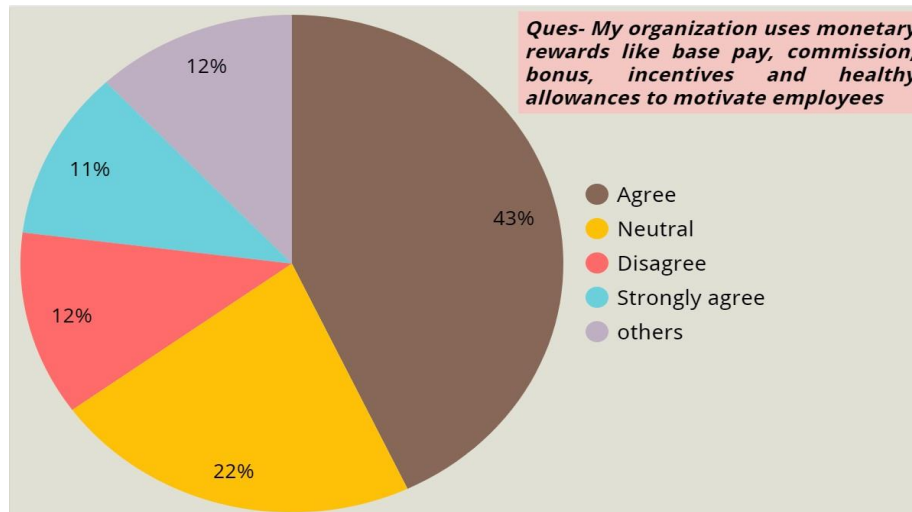


Figure 5.13 Monetary Rewards

5.5.4 Money as an incentive

The Respondents were asked whether money is most important incentive to work motivation. Fig 5.14 depicts that 42% agree, 40% strongly agree, 8% neutral, 7% disagree & 3% disagree. it indicates maximum respondent agree that their organization uses money as an incentive to increase motivation of their employee.

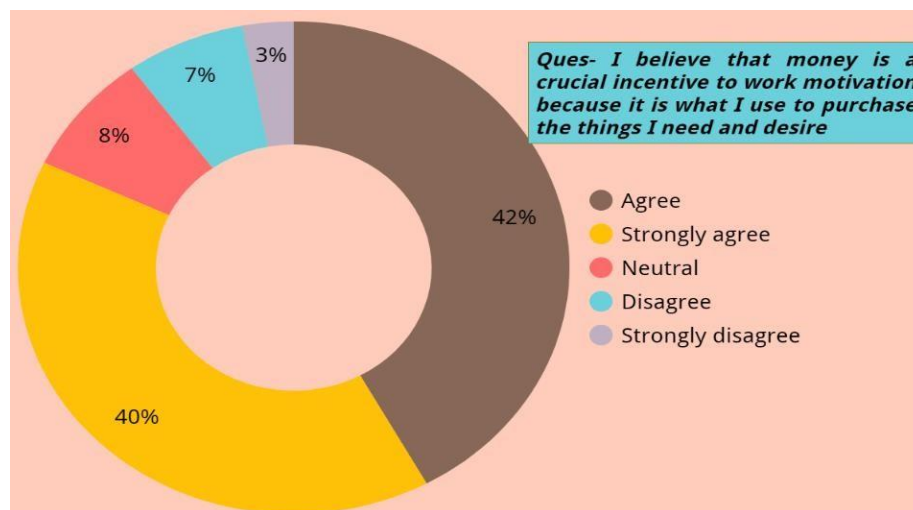


Figure 5.14 Money as an incentive

5.5.5 Value on Services

This section includes question to indicate whether they are valuable to the organization as per the money they were being paid on their services. Fig. 5.15 indicates 48% agree, 17% strongly agree, 22% neutral, 10% disagree & 3% strongly disagree. It can be deduced that majority of respondent feel that the remuneration & monetary incentives they receive is strong indicator of the value the organization places on their services.

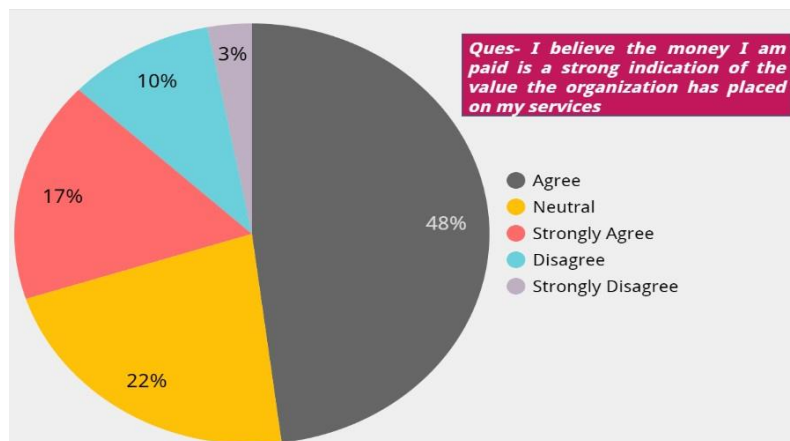


Figure 5.15 Value on Services

5.5.6 Attract and retain employees

Respondent’s feedback were asked to indicate the pay policy attracts & retain high performance employees. Fig 6.16 clearly depicts that majority agree with the statement, they also answered that they would perform more with motivation if their organization had profit sharing scheme.

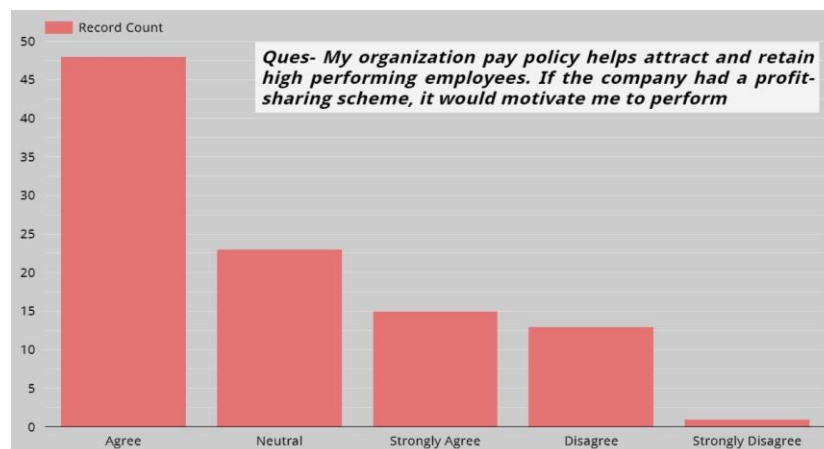


Figure 5.16 Attract and retain employees

5.6 Effect of recognition and reward factors on employee performance

5.6.1 Recognition by management

To indicate whether it is important for the respondents to be formally recognized by the management. Fig 5.17 shows that 38% strongly agrees, 13% are neutral, 9% disagree & 2% strongly disagree to the statement. Majority of the sample agree that it is crucial for them, to be recognized by their supervisor for the job well done.

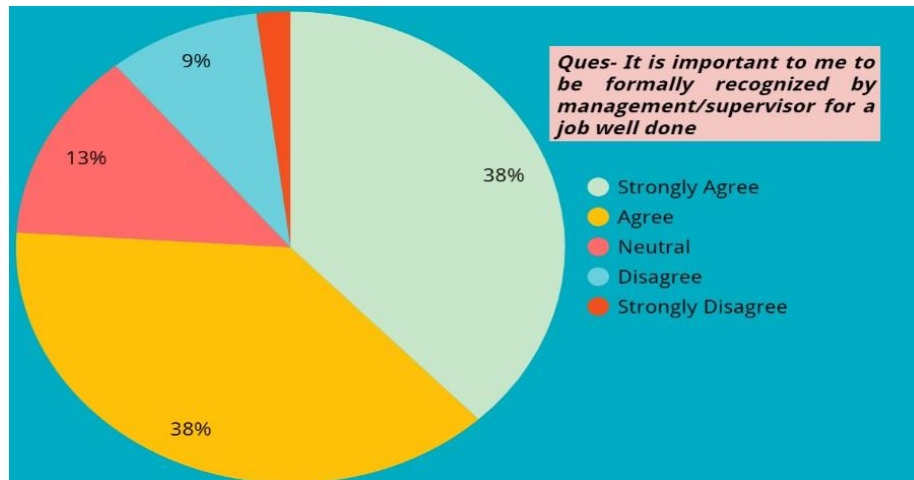
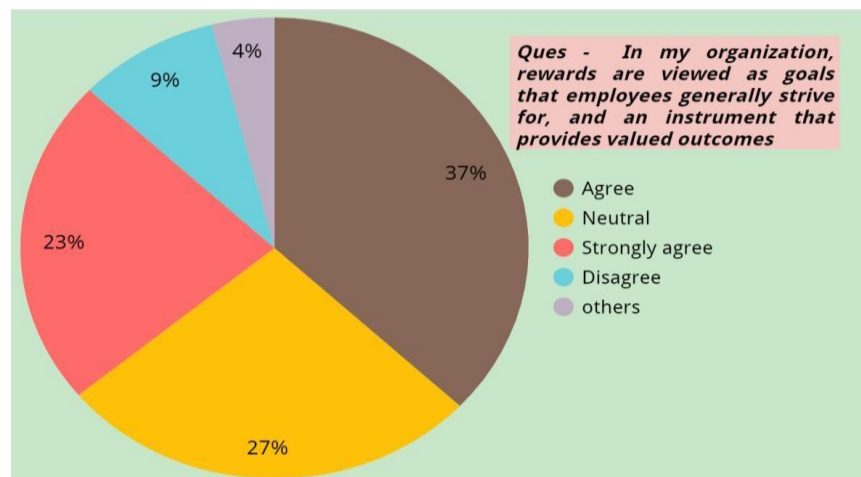


Figure 5.17 Recognition by management

5.6.2 Rewards as goals

To indicate if the rewards are used as goals that are strived for respondents were asked to provide their feedback. Fig 5.18 clearly depicts that 23% respondents strongly agree, 37% agree, 27% neutral, 9% disagree & 4% strongly disagree. It indicates that majority agree that rewards can be seen as goals that employees generally strive for & as instruments it provides substantial motivation & valued customer.



5.18 Rewards as goals

5.6.3 Equitable reward schemes

To indicate the current rewards scheme was equitable respondents were asked to provide their valuable feedback. Fig. 5.19 shows 10% strongly agree, 34% agree, 34% neutral, 19% disagree & 3% strongly disagree that their organisation have a fair & equitable reward scheme.

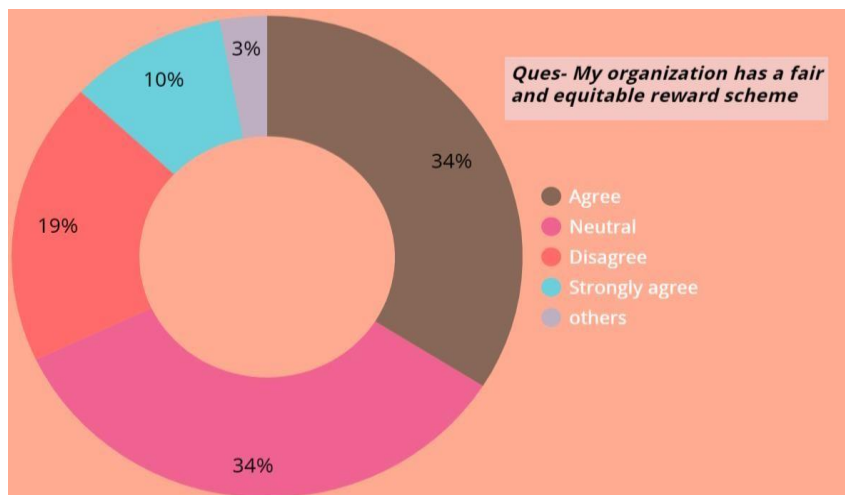


Figure 5.19 Equitable reward schemes

5.6.4 Increased performance

To understand the current recognition & reward program had increased respondent's performance they were asked to provide feedback. Fig 5.20 indicates 19% strongly agree, 37% agree, 32% neutral, 8% disagree & 4% strongly disagree. It indicates that majority feel that current reward scheme at their organization motivates them to perform better.

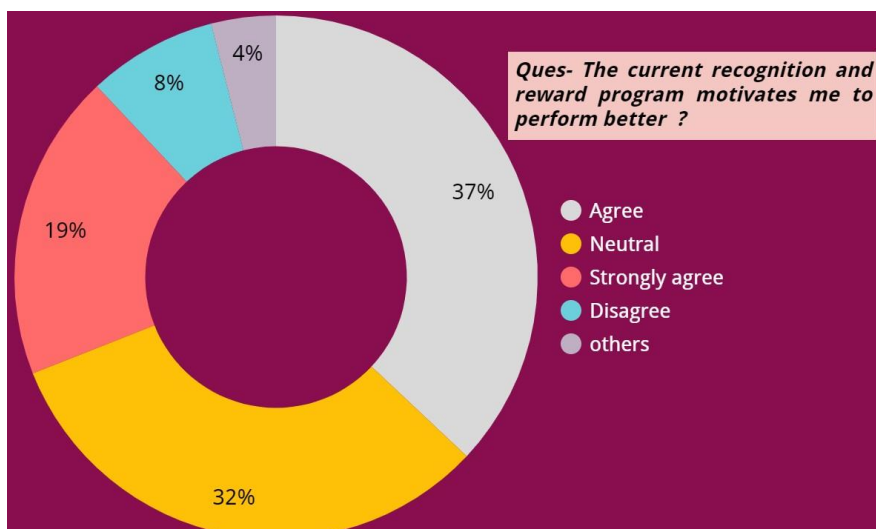


Figure 5.20 Increased performance

Chapter 6 Conclusion and Recommendation

This chapter summarizes the research. The chapter provides a summary of the study and results guided by the research objectives. The chapter provides research conclusions drawn from research findings. This chapter also suggests research recommendations that are given for the improvement of future studies.

6.1 Conclusion

6.1.1 Effect of goal setting factors on employee performance

The results obtained from the above study indicate that supervisors and managers in most organizations allow and promote setting up of short- and long-term goals on individual and team level. They simultaneously understand the sheer importance of goal setting activities in a work environment and its effect on overall performance of employees and organization on the whole. It can also be concluded that the goals should be clear, achievable and challenging in order to drive enough zeal and motivation among work force. In addition to this, employees regularly received constructive feedback and training to enhance the quality of their work. Moreover, having a mentor assigned to oneself in a work environment or having a mentor like relationship with the supervisor/ manager largely affects the performance of employees in an organization.

6.1.2 Effect of Financial/Monetary factors on employee performance

Through the study it can be concluded that the respondents were largely dissatisfied with the monetary remuneration and financial incentives they receive in exchange of a work successfully completed. Most organizations use money-based incentives in order to motivate the employees as they see it as an important factor to promote performance. Moreover, most organizations provide a competitive salary to its employees with regard to the other organizations in the same sector. Respondents stated that the additional financial benefits and handsome pay-scale helps organization retain its high performing employees and establish a healthy employee relationship.

6.1.3 Effect of Recognition and Reward factors on employee performance

The study concluded that organizations use nonmonetary incentives such as recognition and rewards to motivate their employees. In addition, employees view current rewards and recognition programs as equitable. It is also noted that the employees of the organization found it important to be acknowledged by management and colleagues for a job well done. In addition, remuneration and recognition encourage employees to increase their work performance.

6.2 Recommendations

Research has clearly indicated that it is crucial for both employees and employers to understand the importance of setting up goals in order to maintain a fair degree of motivation among the working staff. Respondents agreed to the fact that setting up of short- and long-term goals has driven their performance. Therefore, it is imperative for the supervisors to review the individual and team goals continuously and provide constructive feedback in order to ensure that the goals are clear, achievable and challenging enough to drive performance. In addition, it is also recommended that the organization should provide appropriate and required level of training in order to enhance the quality of work and to maintain a positive outlook towards taking up new opportunities.

The study also revealed that the organization should meet the financial needs of employees. It is recommended that the organization should consider its pay-scale and monetary benefits as a direct indication of the organization's value to their work. This is believed to substantially increase the morale and motivation of employees and as a result their performance.

Most respondents agreed that the current system of recognition and remuneration at their organization is fair and equitable. It is recommended that in order to optimize the line of action, the organization must re-evaluate the existing system of rewarding and incentivising the employees. It is also imperative for the supervisors to obtain feedback from subordinates to make the system more efficient and fairer for everyone. In addition, it is also recommended that the organization uses non-monetary rewards as an alternative to increase employee morale.

The study was performed with a limited sample size and therefore, the results were limited in terms of standard performance and therefore are not a complete entity. Given the many complex issues surrounding the subject of employee motivation which have not so far been addressed in this study, it is recommended to conduct further research. It should be done in order to improve the current prospects of research in terms of knowledge and understanding of the subject.

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Chapter 8 Appendices

Impact of employee motivation on overall performance of project teams

Dear Respondent,

I am a final year Masters in Business Administration student conducting a research on the impact of employee motivation on overall performance of project teams. Kindly spare a few minutes and help me successfully complete my research.

* Required

Personal Details of Respondent

1. Name of the Respondent *

2. Age *

Mark only one oval.

- 18-25 yrs
- 26-30 yrs
- 31-35 yrs
- 36-40 yrs
- above 40 yrs

3. Name of your organization *

4. How long have you been working at your organization? *

Mark only one oval.

- Less than 1 yr
- 1-3 yrs
- 3-5 yrs
- More than 5 yrs

5. Which of the following motivation factors have the highest impact on you? *

Mark only one oval.

- Acknowledgement
- Salary Increment
- Bonus
- Promotion
- Training

Impact of
Motivational Goal-
Setting on
performance

The questions in this section concern characteristics related to goal/targets within the context of the job itself. Using the key below, please indicate the extent to which you agree with each statement

6. My manager lets me participate in the setting of my goals/targets *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

7. I understand the importance of my goals/targets in relation to the overall objective of the organization. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

8. I have specific, clear goals/targets to aim for in my job *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

9. As an employee, I am satisfied with the challenges provided by my work. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

10. As an employee, I am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work. *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

11. I have a mentor assigned to me within the organization to guide me in achieving my goals/targets *

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

12. I get fair and constructive feedback regularly related to my goals/targets *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

13. The setting of goals/targets has greatly improved my overall performance within the organization *

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

**Effect of Financial/Monetary
Incentives on Employee
Performance**

The questions in this section concern characteristic related to financial incentives/monetary factors and their effect on employee performance.

14. I am satisfied with the level of pay I receive *

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

15. My organization maintains a competitive pay and benefits (e.g. medical insurance) package *

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

16. My organization uses monetary rewards like base pay, commission, bonus, incentives and healthy allowances to motivate employees *

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

17. I believe that money is a crucial incentive to work motivation because it is what I use to purchase the things I need and desire *

Mark only one oval.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

18. I believe the money I am paid is a strong indication of the value the organization has placed on my services *

Mark only one oval.

- Strongly Disagree
 Disagree
 Neutral
 Agree
 Strongly Agree

19. My organization pay policy helps attract and retain high performing employees. If the company had a profit-sharing scheme, it would motivate me to perform *

Mark only one oval.

- Strongly Disagree
 Disagree
 Neutral
 Agree
 Strongly Agree

Effect of
recognition/rewards on
employee performance

The questions in this section concern characteristics related to recognition and reward programs, and their effect on employee performance.

20. It is important to me to be formally recognized by management/supervisor for a job well done *

Mark only one oval.

- Strongly Disagree
 Disagree
 Neutral
 Agree
 Strongly Agree

21. In my organization, rewards are viewed as goals that employees generally strive for, and an instrument that provides valued outcomes *

Mark only one oval.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

22. My organization has a fair and equitable reward scheme *

Mark only one oval.

- Strongly disagree
 Disagree
 Neutral
 Agree
 Strongly agree

23. The current recognition and reward program motivates me to perform better *

Mark only one oval.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

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The screenshot shows a Gmail inbox on a desktop browser. The browser's address bar displays the URL: <https://mail.google.com/mail/u/1/#inbox/FMfcgzGkXSdhFDmGcTpbZVjgqWJSZpMP>. The Gmail interface includes a left sidebar with navigation options: Compose, Inbox (157), Starred, Snoozed, Sent, Drafts (2), More, Meet (New meeting, My meetings), and Hangouts (2K19/DMBA/39). The main inbox area shows a list of emails. The selected email is from Chandan Sharma, dated Thu, May 27, 8:12 AM (2 days ago). The email content reads: "approved, subject to guidelines being followed. Chandan Sharma Assistant Professor Delhi School of Management, Delhi Technological University (erstwhile Delhi College of Engineering) Shahbad Daultpur, Main Bawana Road, Delhi-110042, India". Below the email content are three response buttons: "Thanks a lot.", "Noted with thanks.", and "Thank you.". At the bottom of the email view are "Reply" and "Forward" buttons. The browser's top bar shows several open tabs: "Inbox | Excel", "WhatsApp", "Major Project_ppt.ppt", "My Contacts | Contact", "All Contacts | Contact", "Major research proje...", and "Final Report".