

**Major Research Project**  
**on**  
**“A STUDY OF**  
**EMPLOYEE ENERGY AT**  
**COCA-COLA”**

**Submitted by-**

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## **CERTIFICATE FROM THE INSTITUTION**

This is to certify that, **Ms. Sushmita (2K21/DMBA/132)** have completed the project titled “**A STUDY OF EMPLOYEE ENERGY AT COCA-COLA**” under the guidance of **Mr. Chandan Sharma** as a part of Business Administration (MBA) curriculum of Delhi School of Management, New Delhi. This is an original piece of work and has not been submitted elsewhere.

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## **DECLARATION**

I, Sushmita, student of MBA Batch 2021-2023 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-110042, declare that the Project Report on “**A STUDY OF EMPLOYEE ENERGY AT COCA COLA**” is submitted in partial fulfilment of Degree of Master of Business Administration is the original work conducted by me.

Anything which appears to be not my original work, has been duly and appropriately referred/cited/acknowledged. This report has not been submitted to any other university/institution for the award of any other degree, diploma, and fellowship.

**Sushmita**

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## **ACKNOWLEDGEMENT**

I, Sushmita would like to convey my gratitude to the Head of Department (HOD), Dr. Archana Singh of Delhi School of Management, Delhi Technological University for emphasizing on the major research project and giving me the platform to conduct such research work.

I would also like to thank Mr. Chandan Sharma, who, in spite of his busy schedule has always been available for any guidance needed guidance continuously and indeed, his valuable contribution and guidance have been certainly indispensable for my project work.

I have deeply grateful to all respected individuals who agreed to be a part of this research project and were instrumental in providing all the required data that was necessary to make this research project a success. I am highly indebted to their valuable contribution to my research.

I extend my warm gratitude and regards to everyone who helped me during the study.

## EXECUTIVE SUMMARY

In simple words, inspiration may be regarded as the collection of factors that lead people to act in particular ways. An inspired employee is often very quality oriented. Employees work for organisations with utterly distinct goals and objectives. They are completely dissimilar in terms of their values, beliefs, backgrounds, lifestyles, perspectives, and attitudes. Simply put, motivation can be regarded as the collection of factors that lead people to act in particular ways. People are driven by rewards that they can relate to and that they can believe in. The study determines whether staff inspiration increases performance and productivity at Coca-Cola and offers insight into how employee motivation may be improved. This study used a descriptive survey research design. **45 people in all were recruited for the study.** The topics covered by the survey items included the respondents' demographics (gender, age, occupation, and length of time with the company); the effect of good performance recognition on employee motivation; the connection between working conditions and employee motivation; and the effect of training and personal growing on employee motivation. The main data collection tool used in this study is the respondents' answers to the questionnaire that was given to them. Pie charts, correlation, and regression are the measurement techniques employed.

Overall, Coca-Cola's focus on employee energy has resulted in a motivated and engaged workforce, which is critical to achieving the company's business objectives and sustaining long-term success.

# TABLE OF CONTENT

<b>Certificate</b> .....	<b>ii</b>
<b>Declaration</b> .....	<b>iii</b>
<b>Acknowledgement</b> .....	<b>iv</b>
<b>Executive Summary</b> .....	<b>v</b>
<b>1. INTRODUCTION</b> .....	<b>1</b>
1.1 Objectives of the Study.....	1
1.2 Need of the Study.....	2
<b>2. LITERATURE REVIEW</b> .....	<b>3</b>
2.1 Employee Engagement.....	4
2.2 Imagery Theories.....	7
<b>3. COMPANY PROFILE AND ANALYSIS</b> .....	<b>11</b>
3.1. Mission, Vision and Core value.....	11
3.2 History of Coca Cola.....	12
3.3 Global Market share of Coca Cola.....	14
3.4 Trends and Forces.....	15
3.5 Porter’s Five Forces.....	16
3.6 SWOT Analysis of Coca Cola.....	19
3.7 Revenue Income of Coca Cola.....	22
<b>4. RESEARCH METHODOLOGY</b> .....	<b>24</b>
4.1 Scope of the Study.....	24
4.2 Sources of the Study.....	24
4.3 Research methods tools and techniques.....	25
<b>5. DATA ANALYSIS AND INTERPRETATION</b> .....	<b>26</b>
5.1 Findings of the Study.....	26
5.2 Recommendations and Suggestions.....	38
5.3 Limitations.....	38
<b>6. CONCLUSION</b> .....	<b>39</b>
6.1 Annexure.....	39
6.2 References.....	42

## **LIST OF FIGURES**

Figure 2.1 Maslow’s Hierarchy of needs.....	8
Figure 2.2 Hertzberg two factor theory.....	8
Figure 3.1 History of Coca Cola.....	12
Figure 3.2 Coca Cola Porter’s Forces.....	17
Figure 5.1 Gender of Employee.....	27
Figure 5.2 Age of Employees.....	27
Figure 5.3 Category of Staff.....	28
Figure 5.4 Education level.....	28
Figure 5.5 Duration in the organization.....	29
Figure 5.6 Employees who normally feel motivated in the company.....	29
Figure 5.7 Employee who feel they are growing in the company.....	30
Figure 5.8 Employee who feel they are getting appreciation and valuation.....	30
Figure 5.9 Employee who feel financial incentives motive them.....	31
Figure 5.10 Employees who feel organization policy impact motivation.....	31

## **LIST OF TABLES**

Table 3.1 Revenue Income of Coca Cola.....	23
Table 5.1 Correlation.....	32
Table 5.2 Regression analysis of financial incentives with respect to motivation to work.....	33
Table 5.3 Analysis of the relationship between organizational policy and motivation at work.....	34
Table 5.4 Regression analysis of appreciation and valuation with respect to motivation to work.....	35

# CHAPTER-1 INTRODUCTION

Inspiration as a process began with a human need that leaves a void inside of a person. An internal driving force is produced in an effort to fill the void, and this starts and keeps up a succession of activities and reactions. A Hoover is at that moment filled as well. Nnabuike (2009) defines desire as both the internal and external driving force that results in the readiness to perform an act to a successful conclusion using this information. We've decided to refer to the first facet of motivation as self-inspired because it stems from a person's own inner inspiration. The organisation uses employees external incentive the second element. This is because workers are inspired to identify with the firm in an effort to satisfy their diverse variety of needs and interests. They will continue to obstruct the organization's efficient operation until they are recognised and adequately addressed. How to motivate employees to put in their best effort at work towards the profits of organisational One of the biggest difficulties managers face in achieving their organisations. This explains why individuals behave in certain ways, with a focus on the work area. The fundamental duties of managers is to establish and uphold a work environment that allows staff to carry out their duties effectively and achieve organisational goals. Employees vary not just in terms of their aptitude for work but also in terms of their drive. An employee must be motivated in order to be incited, persuaded, stimulated, or even forced to perform in a way that furthers the organization's goals. It provides an explanation for why senior management and employees report to work and perform well.

## 1.1 Objectives of the Study

1. To identify the issues preventing Coca-Cola employees from being inspired to do their best work.
2. To determine whether desire in Coca-Cola increases performance and production.
3. Share your thoughts on how to improve employee motivation.
4. Determine whether participatory decision-making increases productivity.
5. Determine whether an improved wage package has a motivating effect on an employee's output.



## **1.2 Need of the Study**

Employee energy is a complex mix of motivation, flourishing and growth in the workplace. It has an impact on personal wellbeing, and plays its role in productivity and growth. So, it's vital that employee energy management best practices are understood and implemented – for individuals and business as a whole.

The study is regarding human relations, management personnel are frequently urged to adopt a positive attitude towards their work and to be more dedicated to collaborative goals. However, motivational patterns or elements that are inconsistent with the "national character" and societal expectations have received a lot of attention in the day-to-day operations of numerous organisations. Employees bring a variety of pre-existing needs, ambitions, and values to their work, and their expectations for how those needs will be met will affect how actively they participate in the organisation.

## CHAPTER-2 LITERATURE REVIEW

Coca Cola is currently the largest beverage company in the world having the widest spread of consumers, over 200 countries with nearly two billion servings per day. This huge network incorporates nearly one hundred and forty thousand company associates to distribute this huge amount of drink. It is important to note that we are not talking about one particular drink, for example Coca Cola or Diet Coca Cola but a whole range of beverages. In fact the Coca Cola Company has developed bought and conglomerated more than three thousand five hundred different drinks and has successfully or otherwise marketed and positioned these drinks in the global market.

**Middle Most and Hit (1981)** defined employees' energy as "the deliberate desire to drive one's behaviour towards goals." These three key components of the notion are wilful desire, goal-directed attitude, and will. When someone is aroused, they are more motivated to work and more likely to perform tasks efficiently. **Robbins (2001)** defined motivation as the elements that inspire, direct, and sustain an individual's effort. According to him, the act of being motivated is a way that starts with a physical or psychological deficiency or need, which prompts behaviour towards a desired outcome or reward. The ability to persuade others to work freely and to behave in a certain way in order to finish a task is known as incentive. In order to better understand people and how to interact with them in order to accomplish goals, a number of authors have put forth concepts, including Robert and Gene Neuport (1995), Williams (1997), and Cole (1990). (Singh, 2017).

The first paper written in 2003 by **Demetris Vrontis and Iain Sharp** is titled 'The Strategic Positioning of Coca-Cola in their Global Marketing Operation' and was published in the Marketing Review journal. This paper examines how Coca-Colas has strategically positioned itself within the world's softdrink marketing. The paper focusing at the models that Coca Cola has utilized for such a 'global take over'. This paper explains that the Coca-Cola Company has adopted both a Differentiation and a Cost Leadership Strategy.

The second paper discussed in this literature review deals with the strategic positioning of Coca Cola in their Global Marketing Operation. This means that now we are going to zoom out from the individual country and go to the less specific.

According to **Michael & Ilkka (1998)**, international marketing involves cross transactional functions across the world, to fulfill needs and demands of consumers around the globe. According to **Terpstra & Sarathy (1997)**, defined those managers, involved in international marketing has to deal with many tasks, which encompasses foreign marketing, i.e. planning and conducting marketing activities in foreign countries, and management of global market, i.e. to maintain sustainability and competitive edge in global market (**Cateora & Graham, 2006**). **Doole & Lowe (1999)**, explained that international marketing strategy of a company varies with the company's involvement in global marketplace (Chan, Ireland, & Yu, 2006). The use of a differentiation strategy is where the firm attempts to be diverse from its competitors by adding something to its product that will provide a unique value to its customers. There are also various ways a firm can differentiate depending on the industry it is in, however the costs of this differentiation policy must be lower than the additional pricing the firm can obtain.

In 1997, the financial outcome of the Asian Crisis began to be felt in most Asian countries, but clearly not felt equally in all. Countries such as Indonesia, South Korea, Thailand and Malaysia were very badly damaged in this crisis. On the other hand other countries like Singapore, Vietnam, the Philippines, Taiwan, Burma and China were not crushed even though they felt the financial hit of the crisis. (**Pempel, 1999**)

## **2.1 Employee Engagement**

### Describe motive -

Inspiration is the conscious desire to direct one's actions towards objectives. These are the core elements of this notion are wilful desire, person-choice behaviour, and behaviour with a objectives in mind. An employee's attention is focused on being prepared for work and expressing or fostering intensity in his work when they are stimulated.

Motivation is the term used to describe the forces that initiate, guide, and sustain an individual's work. He goes on to say that encouragement is a tactic that starts with a physical or psychological need or want, which then triggers conduct at a drive that is focused on a target or incentive.

### What kinds of forces that inspire are there?

The two sorts of motivation are intrinsic and inessential. A company needs to comprehend that its staff members are unique individuals rather than clones. As a result, engaging your employees successfully requires a broader knowledge of the many incentive methods and styles.

With this information, you might be able to convince your workers to put in more effort and use the correct reward to raise employee engagement and happiness. While some workers are inclined to work by inessential incentives, others are more attracted by intrinsic motivation.

#### ➤ Internal driving forces-

A person's inherent incentive is referred to as their intrinsic motivation. Since the results are in line with his or her ideals, he or she feels pressured to perform well at work.

The strongest psychological characteristic factors are often a person's firmly held beliefs. Such people frequently exhibit acceptance, curiosity, honour, and a desire to succeed. It has been shown that encouraging feedback from employees as well as accolades enhance intrinsic motivation. But everything ought to be done moderately. There's a strong probability the person will lose interest if you perform any of those things.

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➤ Extrinsic driving forces-

According to extrinsic motivation, rewards and recognition are examples of external factors that influence a person's ambition. Some people may never feel internally motivated, relying instead solely on external encouragement to accomplish their goals.

According to study, when someone is told they need to master a new skill set, external rewards frequently improve their mood. People will be motivated or receive concrete feedback if they are provided rewards, privileges, or incentives.

However, when it comes to prizes from other sources, use caution! Overdoing anything may be harmful, therefore as a manager or supervisor, you should be upfront about how far you're willing to go to motivate your staff to achieve organisational goals.

➤ Effective Communication That Produces Results-

It conducts a global Employee Insights Survey every year to get input from workers on how the business is run and how it could be made better. The survey is not just a straightforward questionnaire. It typically takes the form of a private website or blog where employees have a little window of opportunity to comment and share their opinions on management and other subjects. Coca-Cola monitors the feedback and advancements on an annual basis.

Mentoring and Training-

The ability of people to grow and be prepared to try new things may be a big focus for Coca-Cola. The organisation offers a lot of development activities to encourage and uplift personnel. Peak Performance offers continuing chances for employee appreciation; venues for organic process education; and beneficial developments that let workers improve their job skills for their particular concentration area. Coca-Cola University provides an online learning environment for staff members. Employees are also offered temporary assignments that allow them to work in a completely separate field to their own, whether it be a new department or any other country.

### Fiscal Benefits-

Coca-Cola also provides financial incentives to spur staff to perform at a better level. The pay is market-rate. Annual performance reviews give employees the chance to improve their benefit packages. The Coca-Cola Red Tag project provides people with vacation time and merchandise as a method to recognise exceptional success. Additionally, staff are entitled to tuition reimbursement and subsidies for staff children. There are also discounts for employees, free parking, and automobiles.

## **2.2 Imagery Theories**

A person who feels driven by energy and enthusiasm will act in a particular way to accomplish their goals. Drive is a state of mind. Even when the odds are stacked against him, motivation can inspire someone to work with great dedication and attention. Inspired activity is precise and resembles human behaviour.

Making sure that every employee of a company remains motivated is essential. Numerous psychologists have studied human conduct and categorised their results into several theories concerning motivation. These theories of motivation shed a lot of light on human behaviour and ambition.

### 1. The Maslow hierarchy of needs is-

According to Abraham Maslow, a person will be engaged if his needs are satisfied. The most basic requirements come first, and as those needs are satisfied, the demand moves up in level. Following is the hierarchy of needs:

Physical needs for survival like food, water, and shelter are referred to as physiological needs.

- Safety: Defence against threats, lack, and other perils.
- Social (belongingness and love): The yearning for affiliation, friendship, and other forms of social connection.
  - Self-esteem: The need for approval and respect.



Fig 2.1 Maslow's hierarchy of needs

2. Hertzberg's two factor theory-

Hertzberg divided the requirements into two types : incentive motives and hygienic elements.

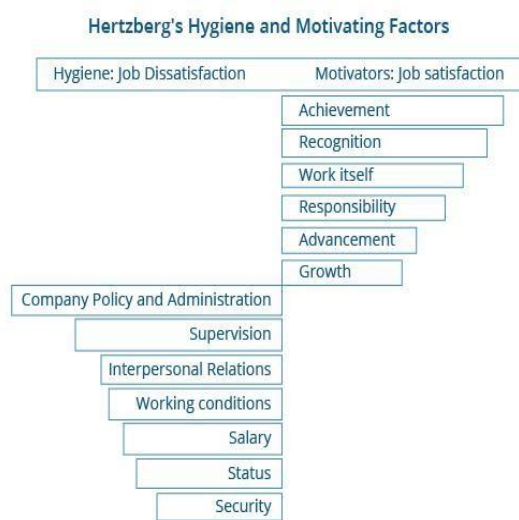


Fig 2.2 Hertzberg's two factor theory

Hygiene standards are necessary to make sure an employee is not dissatisfied. Employee satisfaction and incentive to perform better depend on inspiration variables. While factors that motivate are ineffective in the absence of hygiene. Despite the availability of hygiene considerations, drive is not always present.

The wants hypothesis of McClelland-

McClelland asserts that regardless of our gender or age, we all have three driving

factors. We'll tend to follow one of these impulses when acting. Our dominant drive is influenced by our life experiences.

These are the three drivers:

- **Achievement:** The desire to reach goals and demonstrate one's aptitude high performers appreciate assignments that enabled them to take ownership of their actions and achieve results based on those actions. Also, they desire their to be recognised quickly.
- **Affiliation:** a need for adoration, community, and approval from others. Being liked and accepted by other people can be inspirational for those who have a strong need to belong. They usually take part in social gatherings and could discover disagreement uncomfortable.
- **Power** is needed to manage oneself or others' job. Power-hungry people look for situations where they may exercise authority and control over others.

### 3. Theory of Expectancy by Vroom-

According to Victor Vroom, People will be exceedingly productive and driven if two criteria are met: they must feel that their efforts are likely to produce excellent results, and they must also believe that They will receive compensation for their efforts.

When staff think there are connections a balance between their actions, output, and results/rewards they obtain, they'll be more motivated to exert a lot of effort.

### 4. Theory X and Theory Y from McGregor-

Based on input from the workforce, Douglas McGregor developed two unique theories about the nature of humanity. The first, known as Theory X, is essentially negative, whereas the second, known as Theory Y, is essentially positive. There are persons of both sexes. According to their nature, they need to be managed.



- Theory X: According to the conventional view of the workforce, employees are innately unmotivated, self-centered, and sluggish. Therefore, strict top-down control is a suitable management approach.
- Theory Y: According to this point of view, people are innately motivated and willing to take on responsibility. Focusing on developing a productive work environment with supportive rewards and reinforcement is an effective management approach.

## CHAPTER-3 COMPANY PROFILE AND ANALYSIS

### 3.1 Mission, Vision and Core Values-

#### Mission-

The vision and purpose statements of Coca-Cola, an internationally renowned company, reflect the direction of the business and advancement in the non-alcoholic beverage market for more than 127 years.

Through the course of its history, Coke has rebuilt and reimagined the non-alcoholic industry and market, enabling the corporation to maintain top performance despite severe economic turbulence. Today, Coca-Cola will only be categorised as a Mega Corporation with a market valuation of \$73.1 billion, a global presence, and several subsidiaries. Thanks to its purpose and vision statements, the company is really ranked third among the most powerful brands in the world.

#### Vision-

According to Coca-vision, "inspiring each other to be the best we can be by providing a fantastic workplace." Cola's assertion. Coca-mission In this mission statement, Cola's is stated. It shows how much the business wants to spur advancement both within and outside of its sector. This is what true leadership is all about. According to the company's mission statement, it hopes to:

- Encourage others- Cola exemplifies itself in this area as a company motivated by the ascent of others. That's why it collaborates with other investors and communities to spread its edges in a way that makes a good distinction. In addition to these advantages, the company provides its consumers with a wide range of deals in addition to the mouth-watering cola tastes that are readily available in the markets.
- In order to excel-Coca-Cola's dedication to inspiring people is advanced by its ongoing growth, product improvement efforts, and adaption of its outreach initiatives to client and community wants. As a result, the company must strive to be the simplest. The dope trip actually demonstrates how important it is for the company to maintain an upward growth trend.

- Offering a fantastic workplace-The third section of Coca-Cola's vision statement may highlight other methods through which the company expresses its uniqueness as a global entity. The primary objective of the company has always been to create an environment that accepts everyone, regardless of differences, and fosters growth and connection. Cola has undeniably succeeded in making the world a great operational environment thanks to its superior quality.

### Core Values-

The guiding principles of Coca-Fundamental Cola include leadership, cooperation, honesty, duties, passion, diversity, and quality. An organisation must have a solid internal environment in order to not only survive but continually coming at the top of the world. Due to Coke's core values, this has developed there.

The ideal relationship between Coke's facilities is one where employees can exchange ideas, have discussions, and produce greatness. When a company and some of its components are allowed independence, both employees and investors feel as though they are essential aspects of the business. This drives people to take on duties, develop accountability, and become trustworthy for the advancement of the company.

### **3.2 History of Coca-Cola-**

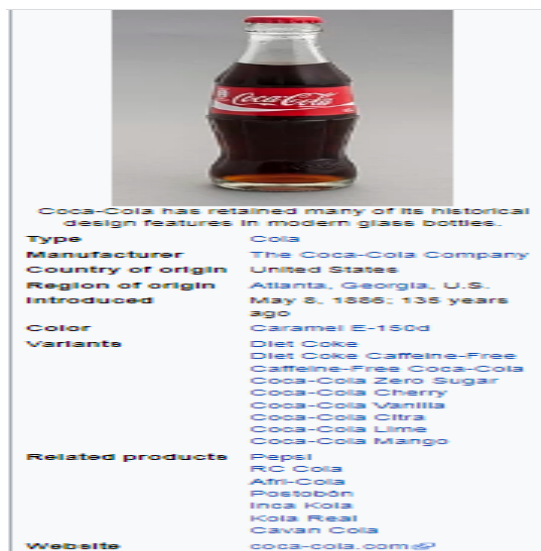


Fig 3.1 History of Coca Cola

When Atlanta and Fulton County passed prohibition legislation in 1886, Pemberton responded by creating Coca-Cola, a non-alcoholic copy of the French wine Coca. The first sales happened at Atlanta, Georgia's Jacob's Pharmacy on May 8, 1886. Due to the widespread perception that seltzer was healthy at the time in the United States, it was first sold as a medicine for 5 cents per glass at soda fountains. Pemberton asserted that Coca-Cola could treat a variety of illnesses, including morphia addiction, dyspepsia, nervous breakdown, headache, and impotence. Pemberton placed the first advertisement for the dish in the Atlanta Journal in May of the same year.

Despite John Pemberton's assertion that Charley held the "Coca-Cola" brand, the other two businesses could still use the recipe. In the summer of 1888, Candler started marketing his meal under the names Yum Yum and Koke. Candler sought attempted to establish a legal claim to Coca-Cola in late 1888 to drive his two rivals out of business when neither of them took off (singh, 2017). Candler purchased the exclusive rights to the formula from John Pemberton, Margaret Dozier, and Wool People Walker (singh, 2017). However, Dozier asserted that the bill of sale has a false signature in 1914, and subsequent investigation established that John Pemberton's signature was also fabricated (singh, 2017).

In order to further obscure the company's legal beginnings, Candler established a second business, The Coca-Cola Company (the current corporation), in 1892. In 1910, he had the company's early records incinerated. By the time the beverage turned 50, it had already established itself as a national symbol in the US. In 1935, after the business made minor changes to the origin of some ingredients, Rabbi Tobias Geffen pronounced it kosher.

Coca-Cola was originally made available in bottles on March 12, 1894. The first outdoor wall advertisement in Cartersville, Georgia, was also painted that year. The first Coke cans appeared in 1955. The first Coca-Cola bottles were made by the Biedenharn Candy Company in Vicksburg, Mississippi, in 1891. CEO Joseph A. Biedenharn led the business. In stark contrast to the far later hobble-skirt style that is now so well-known, the original bottles were Biedenharn bottles (singh, 2017). Asa Candler was apprehensive to put the beverage in a bottle, but two Chattanooga, Tennessee, businessmen, Benjamin F. Thomas and Joseph B. Whitehead, came up

with the idea and were so persuasive that Candler signed a contract for less than one dollar giving them control of the procedure (singh, 2017).

In the midst of a flood of messages, Coca-Cola attempted to alter the drink's recipe with "New Coke" on Gregorian calendar month 23 of 1985. The majority of consumers favoured the new Coke style over both Coke and Pepsi Cola after style testing showed this, but Coca-Cola officials were unprepared for the public's appetite for the new beverage, leading to a backlash. In response to pressure from the general population, the business revived Coca-Cola Classic on July 10, 1985.

The Coca-Cola Company said on February 7th, 2005, that they planned to introduce a Diet Coke product in the second quarter of 2005 that was sweetened with sucralose, an artificial sweetener that is now used in Pepsi Cola One. It debuted Coca-Cola Zero, a diet beverage sweetened with a combination of sugar and acesulfame K, on March 21, 2005. Coca-Cola introduced "Diet Coke Plus," a new "healthy beverage" in 2007 that contained the vitamins B6, B12, magnesium, niacin, and zinc. For the first time since the global organisation boycotted the corporation in 1968, Coca-Cola announced on July 5, 2005 that it will start operations in the Republic of Iraq (singh, 2017).

### **3.3 Global Market share of Coca Cola-**

In 2009, the business generated \$31 billion in revenue and \$6.8 billion in profit. Sales of carbonated soft drinks (CSD), which make up 78% of KO's sales, have slowed down as a result of increased consumer desire for healthy beverages. The profitability of KO is impacted by the fluctuating costs of the raw materials used to create beverages, such as the sirup used as a sweetener, the metal used in cans, and therefore the plastic used in bottles. The problem of rising prices and a weak economy is exacerbated in Coke's enormous North American market by customer payment delays. Last but not least, Coca-Cola receives a portion of its revenue from international sales, which exposes it to currency fluctuations that are made worse by a stronger US dollar (USD).

Despite these obstacles, Coca-Cola has continued to be profitable. The traditional CSD market continues to be enormous in terms of revenue and volume, as well as to be extremely profitable, despite the non-CSD industry's rapid expansion. Because of the magnitude and variety of KO's CSD offerings and the unmatched entire ownership of the Coca-Cola trademark, knockout has been able to maintain its supremacy in this important market. By acquiring Glaceau in 2007 and launching new, non-CSD

products, knockout has also adapted to shifting consumer preferences. Strong international growth has also aided in offsetting a weak domestic market.

While the soft drink industry has undergone significant transformation, consumers are increasingly choosing non-carbonated drinks like Powerade and Dasani water in place of carbonated ones. The Coca-Cola Company can take over the bottler's North American operations under the terms of the new arrangement, giving it 90% of the control over the region's volume. In return, Coca-Cola company will be allowed to take over Coke's bottling plants in Sweden and Norway, reshaping the business into a European producer.

Coca-Cola Producer started negotiating with Russian juice company OAO Nidan Juices in March 2010. The company holds A London-based private equity firm owns 14.5% of the Russian juice market group and its Russian founders to the tune of 25%. If triple-crowned, the agreement would increase Coca-Cola's market share to 20.5%, surpassing Pepsi's market share for a half-hour. According to estimates, the Russian juice market is worth \$3.2 billion, and Nidan is priced between \$560 and 620 million dollars.

### **3.4 Trends and Forces-**

#### New Aversion to Soda Threatens Main Business-

The Coca-Cola Company's merchandise comprises 74% effervescent soft drinks, making it very susceptible to shifts in the demand for CSD. Health and welfare issues have had a negative impact on consumer demand for CSD. In the vast majority of KO's markets, this is accurate. The number of laws governing CSD has grown in the US in response to the rise in demand for healthy food consumption.

Customers in the CSD area are shunning sweet drinks in favour of diet beverages, which typically have no added sugar or calories.

KO has taken a little longer than it should to respond to the current shift in consumer preferences, but it has just started to expand both diets CSD and non-CSD beverages through its evolution . As a manufacturer in the liquid commerce, KO is forced to

balance the likelihood of the newest developments with the slow growth rates of existing brands.

#### Bottled Water Falling Out of Favor-

Due to the recession and their increasing environmental consciousness, many consumers have reduced their consumption of drinking liquid and reusable containers in favour of water.

At least one Australian city and one in Washington state have followed suit by outlawing the sale of drinking water inside their respective city limits. Although this looks to be a small decline, industry analysts do not anticipate drinking water to return very soon.

#### Dollar affects International Market-

The USD's relative strength is another aspect that affects Coca-Cola. Despite having its headquarters in North America, knockout receives roughly 75% of its operations revenue from abroad. The corporation is hence extremely sensitive to the dollar's value. As foreign currencies fall in value against the dollar, items purchased in overseas markets suddenly cost the nation of North America less money, reducing income. Therefore, KO's profitability will suffer if the dollar strengthens (as it did in the second half of 2008 and 2009).

Although this hedging protects against the potential downside of a strengthening currency, it also restricts larger profits from sharp declines in the price of the dollar.

### **3.5 Porter's Five Forces-**

#### ➤ RIVALRY Among Currently Existing Firms

Other beverage producers are Coca-Cola's main rivals. There is a lot of competition in this market because some of the main competitors include Coca-Cola, PepsiCo, and Cadbury Schweppes. Smaller companies like The remaining market share is held by National Beverage Company and Cott Corporation in addition to these formidable rivals. These five companies all generate revenue outside of the United States.



Fig 3.2 Coca Cola Porter's Forces

"The Coca-Cola Company" is the world's largest beverage company. Each year, 800,000,000 servings of "Coca-Cola" are sold out in the United States alone. With a few exceptions, bottling factories are owned and operated by independent contractors who are native to the countries in which they are located. Coca-Cola produces, sells, and distributes non-alcoholic drinking concentrates and syrups, as well as fountain syrups.

In 1988, PepsiCo gained access to India|India|Republic of Republic of India|Bharat|Asian country|Asian nation by establishing a partnership between Voltas India Limited and Punjab Argo Industrial Corporation (PAIC), which is owned by the Punjab government.. This business advertised and sold composer drugs up to 1991, when it became legal to use international brands. PepsiCo bought out its partners in 1994, closing the business. In 1993, The Coca-Cola Company entered India as a part of the country's efforts to combat poverty. Together, The Coca-Cola Company and PepsiCo owned 95% of the soft drink market in India in 2005. 52.5 percent of the market in India was occupied by Coca-Cola.

Coke initially outsold Dope in terms of market share in Russia, but once the fighting ended, Dope completely lost ground. In a barter deal reached with the government of the nation in 1972, Dope Co Company received permission to export Stolichnaya hard liquor and Western selling rights in exchange for Pepsi-Cola importation and Soviet selling rights.

Brand loyalty is another aspect of competition. Which brands have the highest levels of customer loyalty across all industries? The findings of the Keys Client Loyalty



Leaders Survey from 2004 show. When it comes to brand loyalty, Diet Dope came in at number seventeen and Diet Coke at number 36.

➤ POSSIBLE ENTRANTS

Another obstacle to entrance is the high fixed costs for manpower, transportation, and warehouses, in addition to economies of scale. Because they lack economies of scale, newcomers cannot compete on price. It is very challenging for businesses to enter the beverage industry due to the high entry requirements and market saturation, and new entrants do not seem to be a major competitive force.

A replacement beverage's establishment, marketing, and production have historically been viewed as being quite expensive. Business analysts say that, with the exception of a few regional factors that are unimportant to Coke or Pepsi, this lessens the likelihood of new players entering the market. Despite the fact that this article may merely restate basic knowledge, some industry watchers wonder if a new period is about to begin, using 'new age' drinks courting educated and health-conscious consumers.

In the summer of 1992, when neither Coke nor Pepsi could justifiably visit its Gregorian calendar month 1992 sales, this issue attracted the attention of both companies.

➤ Substitutes-

"For years, the conflict between Coca-Cola and marijuana dominated the non-alcoholic market's narrative. The industry's titans have using novel product tastes and noncarbonated beverages as development, meanwhile, as the pop fight has plateaued.

Competitors outside the beverage industry are referred to as alternative goods. Coca-Cola alternatives include drinking water, sports drinks, coffee, tea, juices, and other libations. As customers become more health concerned, water and sports beverages are getting more and more popular. Water and sports beverages come in a growing number of varieties that appeal to different client tastes and appear to be healthier than soft drinks.

Due to the growing number of Starbucks, Barista, and CCD locations that offer a

wide range of diverse tastes to appeal to all or any consumer markets, blended coffees are also becoming increasingly popular. Additionally, switching to those alternatives is inexpensive for customers, which makes the threat of substitute products quite high (Data Monitor, 2005).

The increasing saturation of sweet beverages has recently made the growth rate problematic. According to knowledge monitor, "looking on, despite steady growth in consumption, the overall soft drinks sector is expected to gradually decelerate, reflecting static of market costs." Tea and coffee, which are the non-alcoholic industry's opposing growth sectors, account for 11.8% of the change, while drinking water accounts for 9.3%. Sports drinks and energetic beverages are expected to expand even more as competitors introduce new product lines.

Although analysts anticipate a modest rate for growth in the business due to market saturation, earnings in beverages can be relatively steady. As a result, drink industry leaders are emerging in several markets.

### **3.6 SWOT Analysis of Coca Cola-**

#### **I. Strength-**

- World's leading Brand-

Coca-Cola enjoys widespread brand recognition. The business has a solid overall portfolio and a competitive overall price. recognised as a bad practise by Business Week and Inter-brand. According to their list, Coca-Cola was one of the the top 100 brands in the world in 2006. Business Week-Interbrand estimated the worth of Coca-Cola at \$67,000 million in 2006. The nearest rival, Pepsi Cola, which ranks number 22 and has a total market value of \$12,690 million, is well behind Coca-Cola. A vast portfolio of product brands are also owned by Coca-Cola. Four of the top five beverage brands in the world—Coca-Cola, Diet Coke, Faerie, and Fanta—are owned by the business.

Strong connections make brand expansions like Caramel soda, Cherries Coke, and Pepsi with Lemon viable. Throughout the years, the business has made considerable

investments in overall marketing. Consequently, Coca-Cola is among the most well-known global brands. The total cost of Coca-Cola makes it easier for customers to remember the brand and enables the business to consolidate existing markets while also expanding into new ones.

## II. Weakness-

### ➤ Negative Publicity-

The parent company of Coca-Cola has fought a number of court challenges because of its alleged complicity in violations of human rights and other immoral behaviour. Numerous people have attacked The Coca-Cola Company's dealings with the countries of the region and US foreign policy. The business was the subject of unfavourable press in India in September 2006. The company was charged with selling products polluted with pesticides by the National Centre on Science and Environment (CSE). Coca-Cola beverages marketed around and in the Indian capitol region were found to contain a risky pesticide metabolite

On December 10, 2008, the US FDA, or Food and Drug Administration, sent a letter to Mr Muhtar Kent, Director and chief executive, informing him that Diet Coke Plus 20 FL OZ, a Coca-cola Cola product, violates federal food and drug regulations.

In January 2009, a class-action lawsuit was brought by the American consumer advocacy group Centre for Economics in the Public Interest against Coca-Cola. In reaction to Vitamin Water's marketing claims and its taste offerings, the complaint was filed. 33 grammes of fructose are allegedly more harmful than micronutrients and other substances.

### ➤ Cash from operating operations fell-

The company's income from operations fell during fiscal 2006. Comparing 2006 to 2005, operating cash flows decreased by 7%. Net cash generated by operating activities decreased to \$5,957 million in 2006 from \$6,423 mm in 2005.

As cash from business operations falls, there are less funds available for the company's financing and investing activities, making it more susceptible to changing interest rates and the debt markets.

### III. Opportunities-

#### ➤ Acquisitions-

One of the companies it acquired in 2006 was Kerry Beverages (KBL), afterwards known as Coca-Cola China Industries. (CCCIL). KBL, the company's bottling agreement with the Kelly group in the city, is not majority owned by Coca-Cola.

As part of the acquisition, Coca-Cola's network of joint ventures that manufacture and distribute goods from the company in eleven Chinese provinces was expanded.

Coca-Cola also possesses a complete non-inheritable ownership in TJC Holdings, the South Korean bottling company. TJC Holdings is a non-inheritable European company that provides bubbling and still drinking water.

Africa. Coca-Cola made operations in both Australia and New Zealand as well over the entire year of 2006. These acquisitions will help Coca-Worldwide Cola's company.

#### ➤ US HISPANIC population is growing-

The population of Hispanics is growing swiftly, as is their influence in the economy. They become more important than before to marketers as a result. 11.6 million Americans with homes were thought to be Hispanic in 2006. This indicates that there are roughly 42 million Hispanics in the United States.

By 2020, there will be more than 60 million Hispanic people in the US, making up more than 18% of the entire population, pursuant to the US Census. Hispanics' economic impact is expanding more quickly than their numbers. Hispanic buying capacity will surpass a million dollars by 2008, up 55% from 2003 levels, predicts Nielsen Media Research.

### IV. Threats-

#### ➤ Relationship with Bottling partner-

Selling its concentrates and syrups to producers in whom the company has no ownership investment or a minimal ownership interest is how Coca-Cola and makes a great deal of its revenue. In 2006, 83% of the company's global unit unit volumes

were manufactured and supplied by bottling partners of which it did not own a controlling interest. Its bottling partners, a few of whom represent publicly traded corporations, are independent contractors and as such, make individual business choices that aren't generally in the best interests of the company. Many of their bottling partners also have the freedom to produce and sell bound goods from other beverage producers in addition to their own products.

If Coca-Cola cannot manage to offer its bottling partners the right mix of incentives, the partners may engage in actions that, although boosting their own profitability today, may hurt Coca-Cola in the long run. These bottlers might invest additional funds in ventures or goods unrelated to Coca-Cola. In the long run, these activities might hurt Coca-Cola's bottom line. Furthermore, the business's monetary performance may be indirectly impacted if one of its most significant bottling partners loses any of Coca-Cola's customers. Such reliance on outside parties may be a weakness in Coca-Cola operations, endangering the business.

### **3.7 Revenue Income of Coca Cola-**

According to its financial statements, the Coca-Cola Group sold beverages in in excess of 200 nations in 2005. Of the over than 50 trillion beverage servings consumed daily throughout the world, beverages with trademarks owned or indirectly licenced to Coca-Cola amount for over \$1.5 billion. Drinks using the "Coca-Cola" or "Coke" trademark made up almost 78% of the firm's total gallon sales.

In 2010, Coca-Cola becoming the first company to sell food in the UK for £1 billion. Due to a change in consumer taste stay away from sugary drinks, the sale of Coca-Cola declined 11% year over year in 2017.

<b>Year</b>	<b>Revenue in mil. USD</b>	<b>Net income in mil. USD</b>	<b>Price per Share in USD</b>	<b>Employees</b>
2000	17,354	2,177	27.71	74,600
2001	17,545	3,969	24.35	78,400
2002	19,394	3,050	24.88	81,800
2003	20,857	4,347	22.04	83,100
2004	21,742	4,847	23.22	85,500
2005	23,104	4,872	21.38	86,900
2006	24,088	5,080	21.94	88,700

2007	28,857	5,981	26.89	90,500
2008	31,944	5,807	26.91	92,400
2009	30,990	6,824	24.38	92,800
2010	35,119	11,787	28.26	139,600
2011	46,542	8,584	33.32	146,200
2012	48,017	9,019	37.06	150,900
2013	46,854	8,584	39.66	130,600
2014	45,998	7,098	40.84	129,200
2015	44,294	7,351	41.24	123,200
2016	41,863	6,527	43.54	100,300
2017	35,410	1,248	44.34	61,800
2018	34,300	6,434	45.41	62,600
2019	37,266	8,920	50.82	86,200

Table 3.1 Revenue income of Coca Cola

## **CHAPTER-4 RESEARCH METHODOLOGY**

This study employed a design based on descriptive surveys. The best survey design is a descriptive one when collecting the data using questionnaires. While preserving a high level of privacy, it also enables the study to provide a more precise picture of the ways individuals react to circumstances and test social relationship hypotheses at the level of the person and the group, making data gathering simpler. Because of an aggregate of 100 people, 45 were chosen to participate in the study. Both closed-ended and open-ended survey questions were used to collect the data. The topics covered by the survey items included the respondents' demographics (gender, age, job, and length of time with the company); the effect of job performance acceptance upon worker motivation; the connection between workplace circumstances and employee incentive; and the effect on instruction and personal expansion on motivating staff members.

### **4.1 Scope of the Study-**

The primary goal of this study is employee energy at coca cola. The study can investigate the different factors that influence employee energy, including job demands, job resources, work environment, organizational culture, personal factors, and external factors. This study focuses on how to inspired people to work more productively. The target audience will be Coca-Cola Company employees between the ages of 21 and 60, including both males and females. The study can explore potential cross-cultural and gender differences in employee energy, as cultural values and gender roles can influence how employees perceive and manage their energy.

### **4.2 Sources of Data-**

The primary as well as the secondary sources were used to compile the data.

#### Secondary Data-

- Newspaper
- Magazines
- Textbooks

- Marketing reports of the company
- Internet websites

#### Primary Data-

To meet the goals established and offer a solution to the issue raised in the present investigation, both primary and secondary information have been collected concurrently.

Survey questionnaires were employed as the major data collection strategy.

### **4.3 Research measuring tools and techniques-**

The main data collection tool used in this study is the respondents' answers to the questionnaire that was given to them. The numerous study measurement methods employed include the following:

- Questionnaire
- Tables



# CHAPTER-5 DATA ANALYSIS AND INTERPRETATION

## 5.1 Findings of Study-

The recognition of favourable workplace conditions, advising, and personal growth as well as employee performance. These elements were affecting the employee inspiration. Employee inspiration is influenced by both environmental and personal elements, as was previously indicated in the research study.

Workers want whatever they do to be noticed and rewarded, according to prior study. Recognising an employee's efforts and successes at work is regarded to contribute to employee motivation.

The study's primary objectives is to identify the elements affecting worker inspiration at Coca-Cola. There were three hypotheses in the study:

H01: Financial incentives and workplace motivation have no correlation.

HA1: Financial incentives and workplace motivation are related.

H02 There is no connection between organisational policy and employee motivation.

HA2 There is a connection between organisational policy and employee motivation.

H03 There is no connection between workplace motivation and appreciation and valuation.

HA3 There is a connection between motivation at work and appreciation and valuation.

- A google form was floated amongst the people working in Coca Cola through LinkedIn and known.
- Around 45 respondents had filled in the survey.

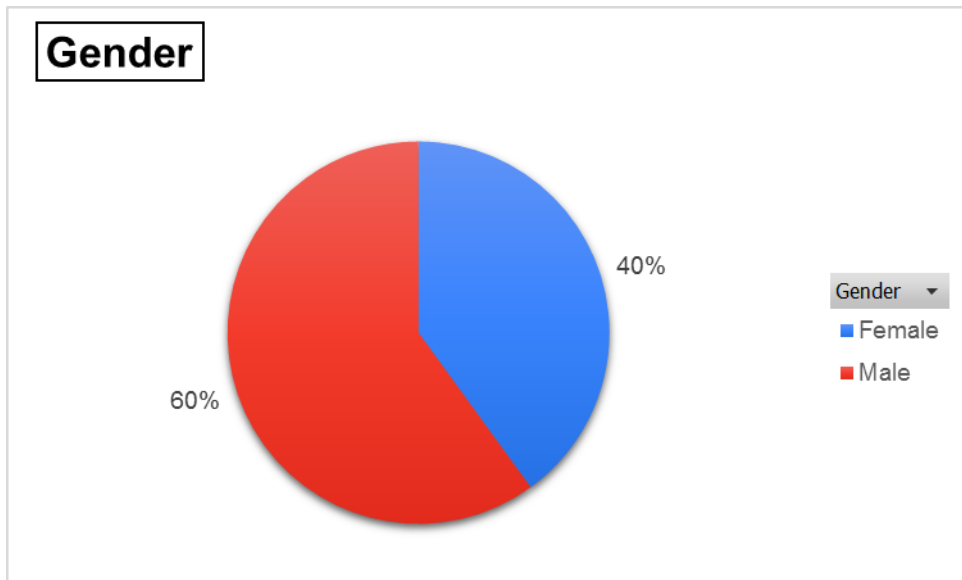


Fig 5.1 Gender of employees

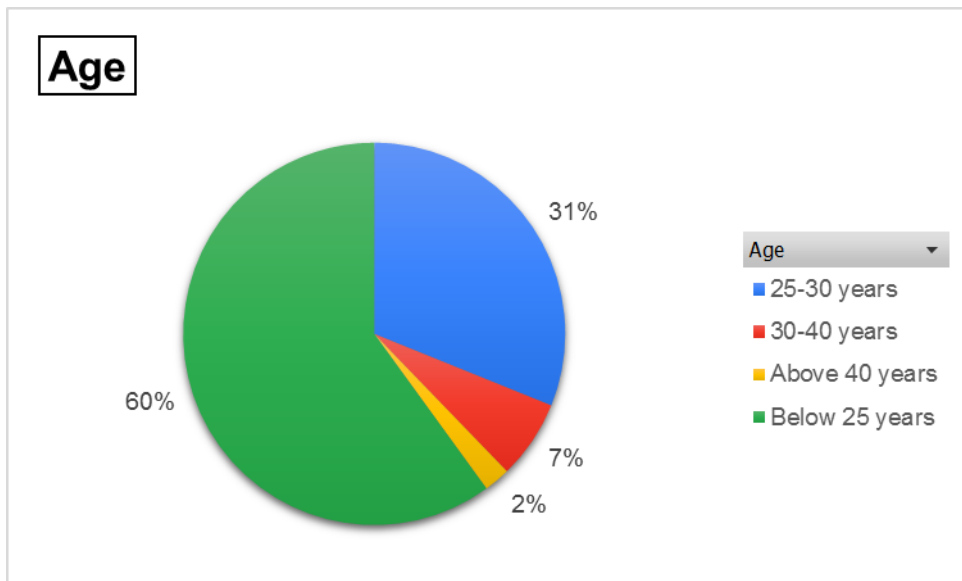


Fig 5.2 Age of employees

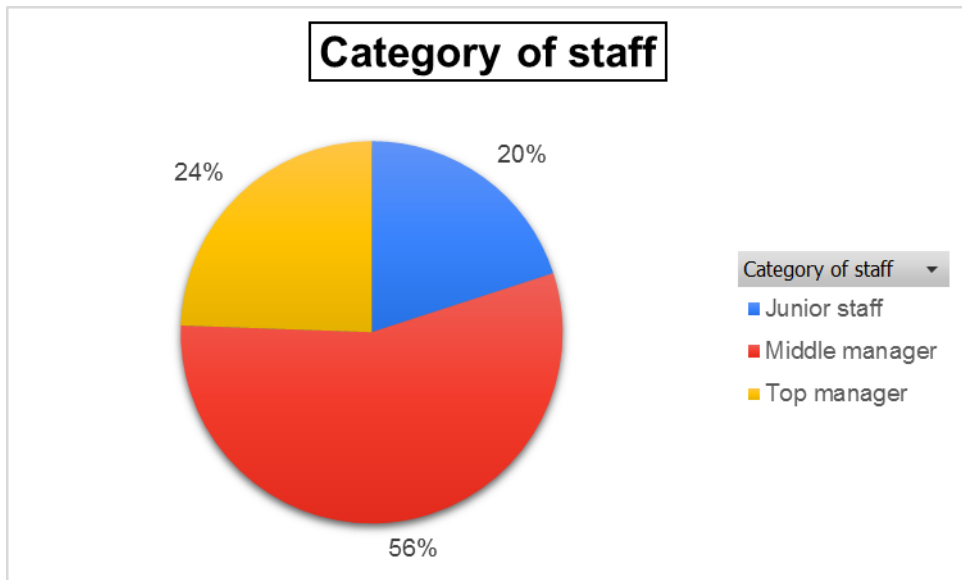


Fig 5.3 Category of Staff

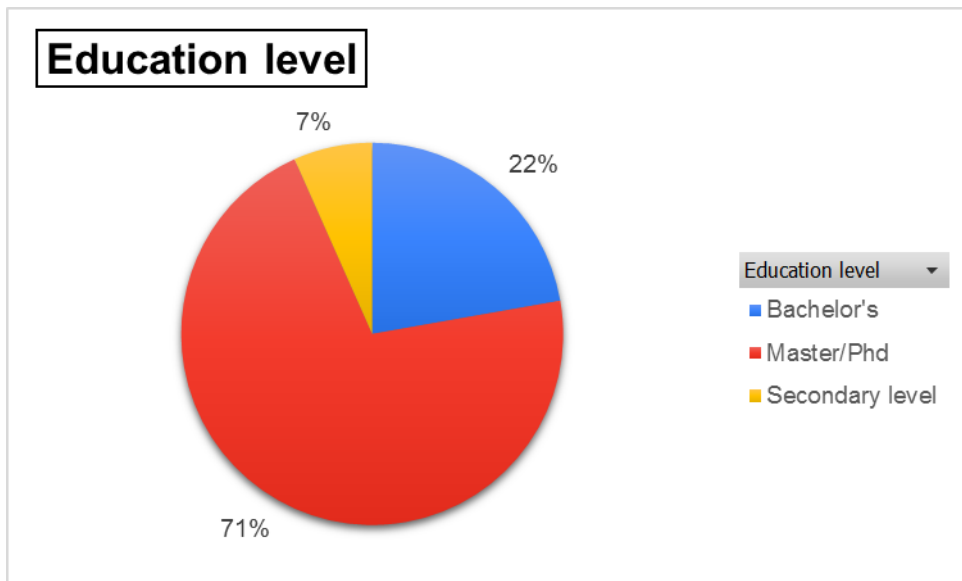


Fig 5.4 Education level

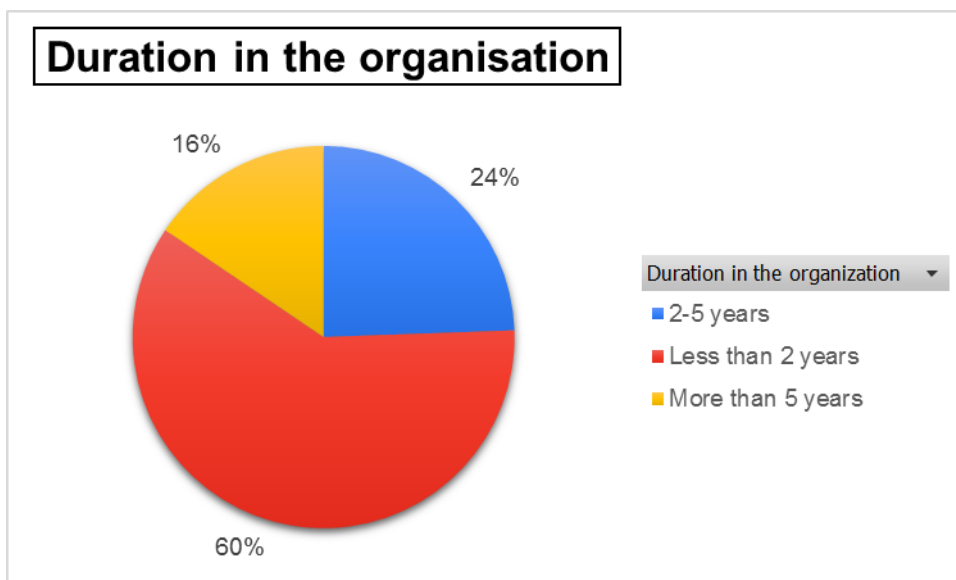


Fig 5.5 Duration in the organization

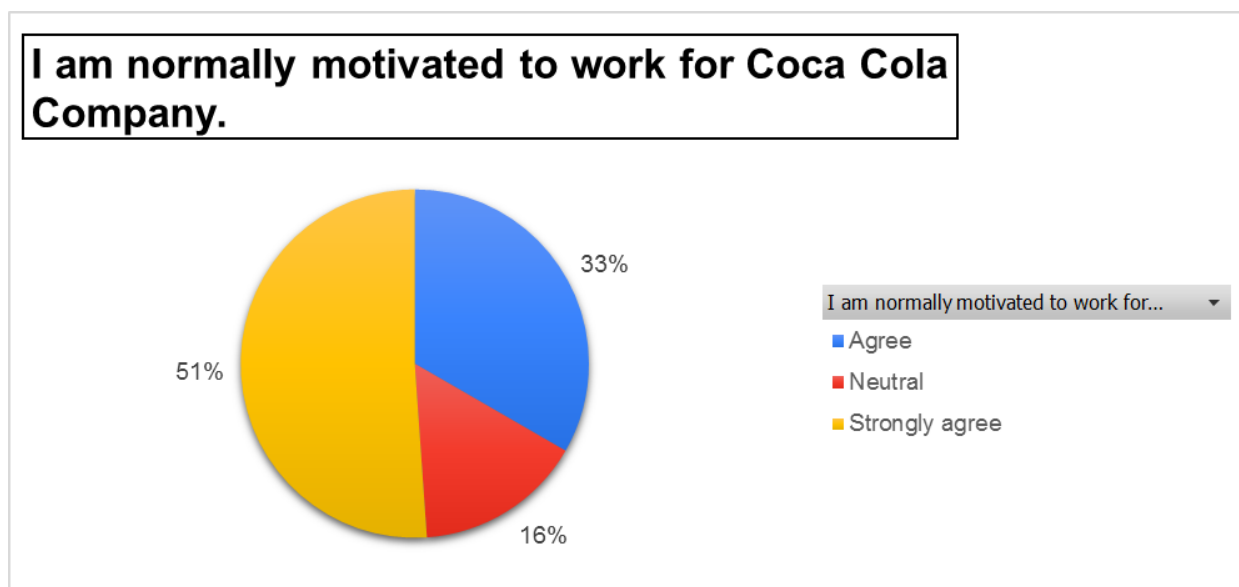


Fig 5.6 Employees who normally feel motivated in the company

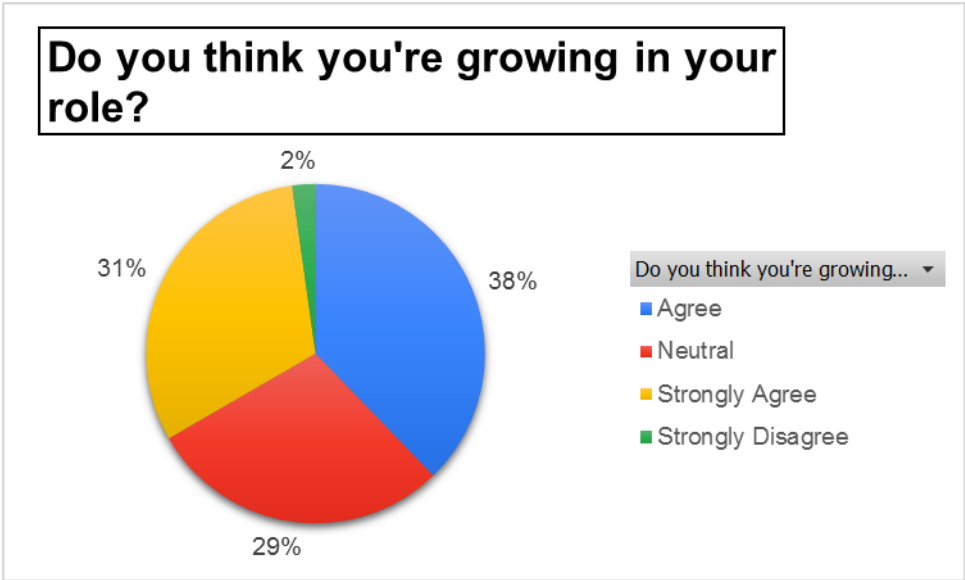


Fig 5.7 Employees who feel they are growing in the company

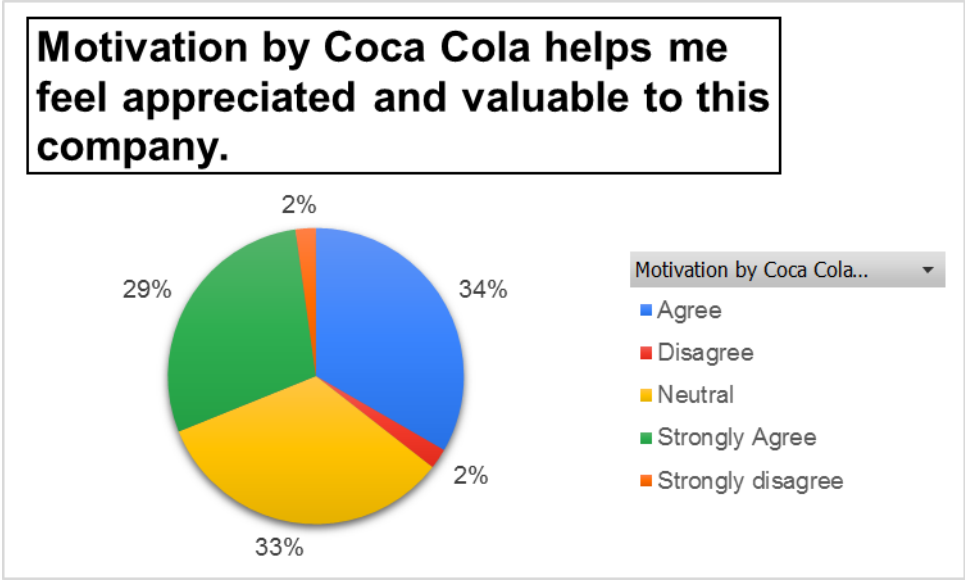


Fig 5.8 Employees who feel they are getting appreciation and valuation in the company

**Financial incentives motivate employees better than non-financial incentives**

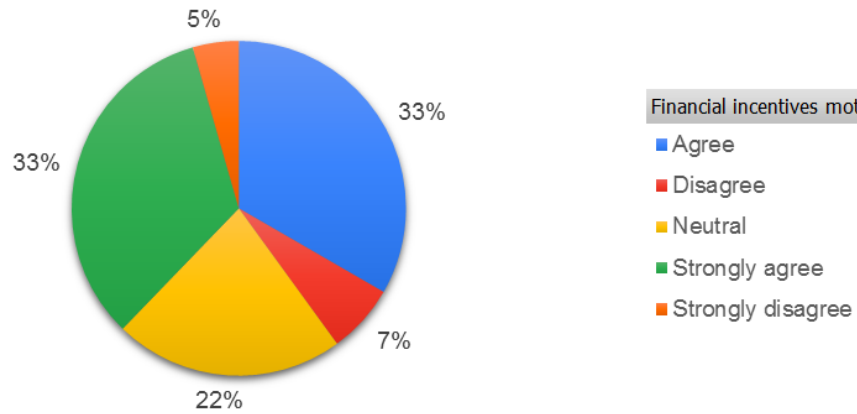


Fig 5.9 Employees who feels financial incentives motivate them

**Due to this organization's policies on employee's motivation, I feel the urge to remain with this company.**

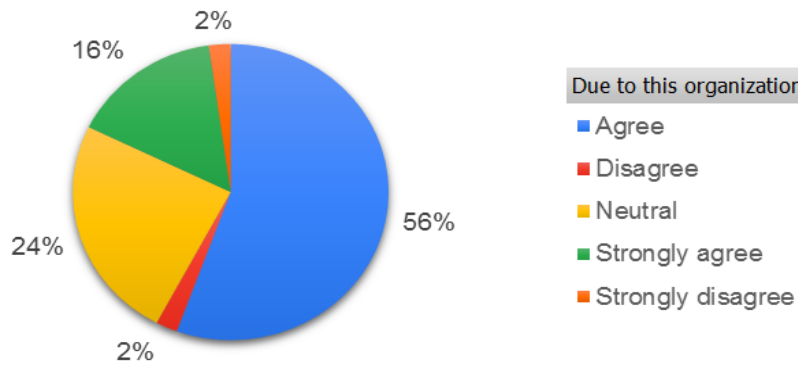


Fig 5.10 Employees who think organization policy impact employee motivation

## Correlations and Regression-

### Correlation-

Understanding the links between incentive inside the workplace, financial incentives, role advancement, organisational policies, and appreciation on valuation depends on correlation analysis. According to the table, there is a 0.66 association between financial incentives and employee motivation at work (table 5.1). This demonstrates that financial incentives and workplace motivation are positively correlated. It demonstrates that the employee is driven by financial rewards. Workplace motivation and role growth have a 0.075 correlation. This demonstrates that there may be no connection between job motivation and role development. Workplace motivation and organisational policy have a 0.71 correlation. This demonstrates that organisational policy and employee motivation are positively correlated.

	<i>Growth in role</i>	<i>Motivation</i>	<i>Financial Incentive</i>	<i>Organisation policies</i>	<i>Appreciation &amp; Valuation</i>
<i>Growth in role</i>	1				
<i>Motivation</i>	0.075	1			
<i>Financial Incentive</i>	-0.026	0.66	1		
<i>Organisation policies</i>	0.049	0.71	0.72	1	
<i>Appreciation &amp; Valuation</i>	0.26	0.66	0.54	0.75	1

Table 5.1 Correlation

Source- Own Analysis Build in MS Excel

### Regression-

1. Motivation at work, financial incentives

$Y = + X + e$ , where Y = Workplace motivation

X represents financial rewards

The analysis's working hypothesis is as follows:

H01 The motivation at work has little to do with financial rewards.

HA1: Financial incentives and workplace motivation are related.

<i>Regression Statistics</i>	
Multiple R	0.66
R Square	0.44
Adjusted R Square	0.43
Standard Error	0.72
Observations	45

Table 5.2 Regression analysis of financial incentives with respect to motivation at work

Source – Own Analysis using MS Excel

Understanding the association between increased workplace motivation and monetary rewards offered by the organisation is made easier with the help of the regression analysis. The R indicates that the variables in this scenario are 66% accurate at forecasting the financial incentives. R<sup>2</sup> has a value of 0.44. This indicates that 44.04% of the differences in the dependent variable, Financial incentives, may be attributed to motivation at work.

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	17.46	17.46	33.85	6.72E-07
Residual	43	22.18	0.52		
Total	44	39.64			

The ANOVA table explains the relationship between financial incentives and workplace motivation. This variable explains 17.46 out of 39.64. Other variables outside the scope of the research project are responsible for a portion of the explanation. The model fits well in explaining the relationship between the variables, as indicated by the significance value being less than 5%.

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.23	0.16	1.43	0.16	-0.094	0.55	-0.094	0.55
Financial Incentive	0.67	0.12	5.82	0.00000067	0.44	0.90	0.44	0.90

Equation for Fitted Regression is  $Y = 0.67x + 0.23$ .

The lines of regression that will be created using the studied data is shown in the coefficients table. The significance for an individual's motivation at work is less than



0.05, and when, we embrace the alternative hypothesis rather than the null hypothesis. As a result, we can conclude that financial incentives and workplace motivation are related.

## 2. Motivation at work, Organization’s policies on employees motivation

$$Y = + X + e$$

where X represents organisational policy and Y represents workplace engagement.

The analysis's working hypothesis is as follows:

H02 Organisational policy and employee motivation have no relationship.

HA2 There is a connection between organisational policy and staff inspiration.

<i>Regression Statistics</i>	
Multiple R	0.71
R Square	0.51
Adjusted R Square	0.49
Standard Error	0.67
Observations	45

Table 5.3 Analysis of the relationship between organisational policy and motivation at work

Source – Own analysis built in MS Excel

Understanding the relationship between incentive at work and organisational policies on employee motivation is made easier with the use of regression analysis. In this instance, R demonstrates that the variables is 71% accurate in predicting the Organization's employee motivational practises. R2 has a value of 0.51. This suggests that the dependent variable, Organization's policies on employee motivation, can be explained by 50.59% variance in terms of motivation at work.

ANOVA	df	SS	MS	F	Significance F
Regression	1	20.06	20.06	44.03	4.35E-08
Residual	43	19.59	0.46		
Total	44	39.64			

The ANOVA table explains the discrepancy between staff inspiration at work and organisational policy regarding employee motivation. This variable explains 20.06

out of 39.64. Other variables outside the scope of the research project are responsible for a portion of the explanation. The model fits well in explaining the relationship between the variables, as indicated by the significance value being less than 5%.

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.25	0.14	1.75	0.087	-0.038	0.53	-0.038	0.53
Organisations policies	0.83	0.12	6.64	0.000000044	0.58	1.08	0.58	1.08

Equation of Fitted Regression is  $Y = 0.83x + 0.25$ .

The lines of regression that will be created using the studied data is shown in the coefficients table. The significance for an individual's motivation at work is less than 0.05, and when if the p value is less than 0.05, the hypothesis is rejected that is null and accept the alternate hypothesis. As a result, we can conclude that organisational policy and workplace motivation are related.

### 3. Motivation at work, appreciation and valuation

$Y = + X + e$ , where Y = Workplace motivation

Appreciation and valuation are both X.

The analysis's working hypothesis is as follows:

H03 The two concepts of appreciation and valuation and workplace motivation are unrelated.

HA3 Motivation at work has a relationship with both appreciation and valuation.

<i>Regression Statistics</i>	
Multiple R	0.66
R Square	0.44
Adjusted R Square	0.43
Standard Error	0.72
Observations	45

Table 5.4 Regression analysis of Appreciation and valuation with the respect to motivation to work

<i>Regression Statistics</i>	
Multiple R	0.66
R Square	0.44
Adjusted R Square	0.43
Standard Error	0.72
Observations	45

Source- Own analysis built in MS Excel

Understanding the connection between employee appreciation and motivation at work is made easier with the help of the regression analysis. In this instance, the R demonstrates that the variables themselves are 66% accurate in forecasting the employee's appreciation and worth. R2 has a value of 0.44. This suggests that 43.97% of the variation in the factor that is dependent, employee appreciation and valuation, may be attributed to work-related motivation.

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	17.43	17.43	33.75	6.92E-07
Residual	43	22.21	0.52		
Total	44	39.64			

The ANOVA table explains the relationship between employee recognition and valuation and workplace motivation. Using this variable, 17.43 out of 39.64 is explained. Other variables outside the scope of the research project are responsible for a portion of the explanation. The model fits well in explaining the relationship between the variables, as indicated by the significance value being less than 5%.

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.35	0.14	2.45	0.018	0.063	0.64	0.063	0.64
Appreciation & Valuation	0.66	0.11	5.81	0.00000069	0.43	0.89	0.43	0.89

Equation for Fitted Regression is  $Y = 0.66x + 0.35$ .

The path of regression that will be created using the studied data is shown in the coefficients table. The significance for an individual's motivation at work is less than 0.05, and when the p-value is less than 0.05, we reject the null assumption and accept the second hypothesis. Therefore, we can conclude that motivation at work has a relationship with appreciation and valuation.

In contrast to the 16% of staff who had not received recognition from the organisation, the study's findings showed that 84% of staff either felt acknowledged

and valued for a substantial or extremely significant amount.

The company was concentrating on symbolism forms of appreciation in addition to conventional motivational strategies like pay, promotion, job evaluations, and awards. The business might be able to concentrate more on public awareness by balancing the numerous motivating strategies. Any investigation in this area should

concentrate on why the organisation favoured public praise over other motivational techniques and whether or not employing each technique would lead to noticeably different results in terms of motivation.

The following arguments support previous studies' findings that coaching and personal development support motivation among workers:

- Competent personnel carry out their jobs.
- A inspired workforce, which includes training, produces better outcomes.
- In addition to the organization's aims, each employee has personal objectives that they hope to accomplish within or through employment with the company. They feel driven when they receive training and as a consequence of the education succeed in achieving their individual goals while working for the company.

According to the study's findings, there is no connection between supervisors' enthusiasm and the calibre of the communication forums at their disposal. The study's results also demonstrate a strong relationship between staff inspiration and the friendliness that supervisors chose and instructed them in their communications. The results imply that bettering managerial behaviour and techniques can help increase employee engagement and manage performance.

#### Findings regarding some of Coca-Cola's motivational strategies-

The information was gathered and revealed that Coca-Cola uses financial incentives as well as sensible company practises like sensible operating settings, coercion of staff, placing terribly high targets, and promotions with distinct processes as emotional feature strategies. The research worker used a variety of techniques to carry out the study's primary objective.

## Findings on the employee's responses to motivational rewards adopted byCoca-Cola Company-

The findings relating to responses of staff on psychological feature rewards provided by coca- cola company showed that the workers feel the urge to stay with the corporate and feel appreciated and valuable to cola company that results in increase within their productivity in the company of cola.

### **5.2 Recommendations and Suggestions-**

- ❖ Based on research findings, I have come to the conclusion that a company's ability to succeed depends on how desire its employees are. The management of the company should work as hard as they can to use effective and encouraging motivational strategies to increase employee morale towards productivity and performance to keep up with the present state rate of business trends.
- ❖ Create a positive work environment by recognizing and rewarding employee achievements, providing opportunities for professional development.
- ❖ Offer wellness programs such as yoga classes, gym memberships, or on-site fitness facilities to promote physical activity and reduce stress.
- ❖ Encourage employees to maintain a healthy work-life balance by offering flexible work schedules, telecommuting options, and paid time off.

### **5.3 Limitations-**

- Every study has various restrictions, including time restrictions.
- Response bias: Respondents may not answer truthfully or accurately.
- The sample used for the survey may not be representative of the larger population, leading to biased results because the survey is conducted only among Coca-Cola employees or customers, the results may not be applicable to the general population.
- Sample Size- The sample size of the study is 45 which is a very small sample size because the survey is done by the Coca cola employees only.

## CHAPTER-6 CONCLUSION

The study came to an agreement that an organization's ability to effectively manage staff inspiration is crucial. Leadership should make every attempt to put creative and supportive psychological feature strategies to use so that workers are more committed to their efficiency and effectiveness in order to stay up with the swiftly changing nature of business trends. By prioritizing employee well-being and creating a positive work environment, Coca Cola can increase employee energy levels, engagement, and productivity. Encouraging breaks, providing healthy snacks, fostering a positive work environment, offering wellness programs, emphasizing work-life balance, prioritizing sleep, and providing opportunities for social connection are all effective strategies for boosting employee energy at Coca Cola. By implementing these strategies, Coca Cola can create a culture that promotes employee well-being and drives business success.

### 6.1 Annexures-

#### Questionnaire-

#### SECTION-A

Please fill the circle with the most correct answer-

1. Gender
  - Male
  - Female
  
2. Age
  - Below 30 years
  - 31-40 years
  - Above 41 years
  
3. Category of Staff
  - Top managers

- Middle managers
- Junior Staff

4. Education level

- Secondary
- Diploma
- Master/PhD
- Bachelor's

5. Duration in the organization

- Less than 2 years
- 2-5 years
- More than 5 years

SECTION – B

6. To what extent do you agree and disagree with the following situation?

- Strongly agree
- Agree
- Disagree
- Strongly Disagree

7. I am normally motivated to work for Coca Cola company-

- Strongly agree
- Agree
- Disagree
- Strongly Disagree

8. Financial incentives motivated employees better than non-financial incentives-

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

9. Due to this organization's policies on employees motivation, I feel the urge to remain with this company.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

10. Motivation by Coca Cola helps me feel appreciated and valuable to this company.

- Strongly agree
- Agree
- Disagree
- Strongly Disagree



## 6.2 References-

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5. Sushmita\_132 MRP.docx

## WORD COUNT

8184 Words

## CHARACTER COUNT

47181 Characters

## PAGE COUNT

41 Pages

## FILE SIZE

646.4KB

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