

Major Research Project

A STUDY ON EMPLOYEE MOTIVATION IN IT SECTOR

Submitted By

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CERTIFICATE

This is to certify that Urjaswini, enrolled as 2K22/DMBA/141, has submitted the major research project titled 'A Study on Employee Motivation on Employee Motivation in IT Sector' as part of the prerequisites for obtaining the Master of Business Administration (MBA) degree from Delhi School of Management, Delhi Technological University.

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DECLARATION

I, Urjaswini, hereby declare that the MBA dissertation titled "A Study of Employee Motivation in IT Sector" is my original work, and it has not been submitted in part or in full for any other degree or qualification.

The research work included in this dissertation is the result of my own efforts, and I have duly acknowledged all sources of information used in the preparation of this work. All the data, figures, and quotations used in this dissertation have been appropriately referenced.

I confirm that I have followed all ethical standards and guidelines while conducting research and collecting data for this dissertation. All participants involved in this research have given their informed consent, and their privacy has been duly protected.

Finally, I acknowledge the guidance and support provided by my supervisor's, faculty members, and peers throughout the course of my MBA program, which has enabled me to complete this dissertation successfully.

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With gratitude,

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EXECUTIVE SUMMARY

A person's motivation is the combination of factors that gets them to work and keeps them there. Something that inspires someone to take action and keeps them going after they've started is called motivation. The term "motivation" describes how urges, drives, desires, goals, strivings, or demands shape, regulate, or clarify human behaviour. Human motivation and behaviour are closely related. It explains the origins of human behaviour and how it develops. With this in mind, the "Employee Motivation in IT Sector" project was carried out utilising primary research employing spss software and some secondary data. The major research tool is a questionnaire, and secondary materials like case studies and articles are used. In order to analyse the numerous elements affecting employee motivation at work, this research focuses on understanding the need for and In the IT industry, employee motivation is crucial. The study demonstrates that a positive working environment requires employee motivation in every organisation. A good working environment must be provided for the employees. For them to function correctly, the right conditions must be provided. Workers believe that organisations should provide employees the chance to set their own immediate goals. Employee motivation is greatly influenced by performance evaluation; if an employee receives timely feedback, he will be very conscious of his performance and constantly strive to improve. While all incentives have a significant impact on employee motivation, monetary rewards rank as the most significant kind of employee inspiration. The top management must also demonstrate an interest in inspiring the workforce. Thus, they must to actively take part in employee motivating. Employees will accomplish their tasks properly and to the best of their abilities if they are informed from the outset about the organization's goals and the type of reward system linked with them. Rewards must therefore be specified *in* advance. Ultimately, it is essential to properly encourage people in order to improve work production and achieve organisational goals.

TABLE OF CONTENTS

Sr. No.	Topic Name	Page Number
1	Declaration	ii
2	Acknowledgement	iii
3	Executive Summary	iv
4	Introduction	1-5
5	Literature Review	6-32
6	Research Methodology	33-34
7	Analysis, Discussion and Recommendation	35-40
8	Conclusion	41

LIST OF FIGURES

Sr. No.	Title	Page Number
1	Figure 1: Motivation Factors	1
2	Figure 2: Types of forces influencing human behaviour	10
3	Figure 3: Maslow need Hierarchy	11
4	Figure 4: Comparison of Herzberg and Maslow Models	15
5	Figure 5: Porter and Lawler's model	19

LIST OF TABLES

Sr. No.	Title	Page Number
1	Table 1: Big four IT Service Company	4
2	Table 2: Major IT Hubs	4-5
3	Table 3: Maslow Model vs. Herzberg Model	15-16
4	Table 4: Model Summary	36
5	Table 5: Anova	36
6	Table 6: Model Summary	38

Chapter1- INTRODUCTION

"Motivation is the combination of factors that propels and sustains an individual's participation in an organisation," claims Robert Dubbin. When something encourages someone to act and keeps them continuing once, they have begun, they feel motivated. Motivation is the process by which a person becomes inspired at work to improve his motivation and readiness to use his energy for the attainment of organisational objectives. It is anything that inspires someone to act and maintains their passion for that action. The desire of every employee to do his job correctly and efficiently must be maintained and nurtured via motivation. The process by which a person gets inspired at work to increase his motivation and willingness to devote his energy for the accomplishment of organisational goals is known as motivation. Human drive and behaviour are closely linked. It explains the reasons behind behaviour among people and how it evolves. In a broad sense, McFarland views the terms he uses in his description as "forms of stress occurring within persons, with resulting behaviour intended to reduce, eliminate, or deflect the strain. Knowing the requirements of individuals, wants, and conflicts makes it simpler to comprehend and predict their behaviour, which ultimately creates a firm foundation for management decision- making and action. *Since* all impulses, operates, wants, requires, and additional forces fall into one category, the term "motivation" is used to describe them all.

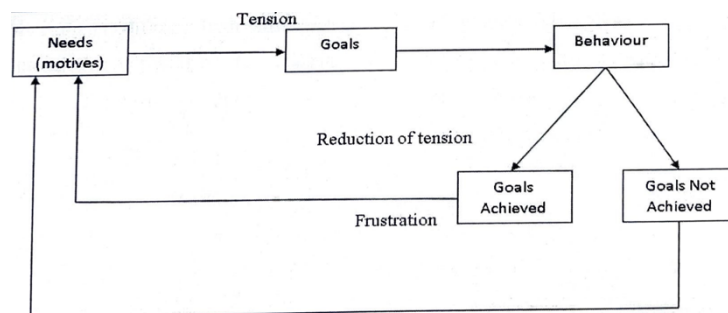


Figure 1: Motivation Process

Motivation Process

A person's unmet needs serve as the foundation for their motivation. The individual becomes tense as a result of the unmet desire, which drives him to look for ways to detensify. He sets

himself certain objectives. Whether the individual is prosperous in reaching objectives he held, he will have needs of other people that will cause him to act in either a positive or negative way depending on how they are met. This cycle never ends. It continues to operate within a person.

1.1. Nature of Motivation:

The features of motivation are as under:

1. Internal Feeling: An individual's internal emotion is motivation. Although it cannot be seen immediately, we can watch someone's activities and then interpret their actions in terms of underlying reasons. There is a sizable window of error here. The individual's genuine reason might not be shown by our perception.

2. Complicated Process: Motivating people is a difficult task. Although doing the same kind of work, people may have different motivations. For instance, if two men are working to cut stones for a temple, one of them may be motivated by his pay and the other by the satisfaction he derives from his work.

3. Motivation is a continuous process that results in behaviour that is goal-directed. The person looks for alternatives to meet his demands.

4. Dynamic Process: Even if a person may continue to act in the same way, his needs and motivations may vary from time to time. A temporary employee, for instance, might first create more before being made permanent. He might keep producing more once it becomes permanent, hoping to be promoted.

Motivation is different from satisfaction in this regard. While satisfaction involves outcomes already attained, motivation implies a drive towards an outcome. When a need is satiated, satisfaction is the feeling of fulfillment that results.

1.1.1. It sector in India

Due to its IT and ITES sector, India's information technology industry has developed a reputation as a knowledge economy. The two main segments of the IT-ITES sector are business process outsourcing and IT services (BPO). The expansion of the nation's service sector in the

past was driven by the IT-ITES sector, which has also significantly boosted employment, GDP, and exports. India's GDP as a whole grew by 7.5% in FY2012 from 1.2% in FYI 998. as a result of this sector. In FY2012, India's IT-BPO sector brought in US\$100 billion in total income, with domestic and export revenue totalling US\$31.7 billion and US\$69.1 billion, respectively, and increasing by over 9%. Over 90% of the exports in the industry come from big cities like Bangalore, Hyderabad, Chennai, Delhi, and Mumbai. Bangalore is regarded as India's Silicon Valley since it is the country's top exporter of information technology. Over 77% of the entire industry revenue comes from exports, which dominates the IT-ITES sector. Although through the IT-ITES business is mostly driven the domestic market is sizable and has experienced significant revenue growth when measured by exports. In FY1998, this sector contributed less than 4% of all Indian exports (goods plus services), while in FY 2012, it contributed around 25%. Also, this industry has generated a lot of jobs. The sector is predicted to add 230,000 jobs in FY2012, creating an additional 2.80 million direct jobs and 8.9 million indirect jobs. This means that the sector will continue to be a net job creator. In the global outsourcing industry, the player is generally dominating. The business is the nonetheless challenged by global competition, particularly from nations like China and the Philippines. India's rise to prominence in the Information Age allowed it to establish strong ties with both the US and the EU. The latest worldwide financial crises, however, have had a significant

negative influence on both international and Indian IT enterprises. As a result, hiring has decreased significantly, and workers are looking at other businesses like the manufacturing, financial services, and telecommunications sectors, which have all experienced remarkable growth over the past few years. The Tata Group was founded in Mumbai in 1967 in collaboration with Burroughs, and this was the catalyst for the development of India's IT Services sector. The original version of the current IT park, the Software Export Export Zone, or SEEPZ, was established here in 1973. In the 1980s, SEEPZ, Mumbai, was the source of more than 80% of the nation's software exports. Bangalore produces 33% of Indian IT exports and is frequently referred to as the India's Silicon Valley. The second and third largest software companies in India, as well as many worldwide SEI-CMM Level 5 businesses, have their headquarters in Bangalore. Mumbai is home to TCS, the country's first and largest IT company, as well as well-known companies like Reliance, Patni, L&T Infotech, i-Flex, WNS, Shine, Naukri, Jobspert, etc. These IT and dot com companies also control Mumbai's relatively high-octane information technology sector. According to a report, Cap Gemini may soon employ 21,000 or more people in India, more than it does in its home country of France, due to the

expansion of outsourcing and foreign investment. On June 25, 2002, India and the European Union decided to collaborate bilaterally in research and technology. A team of academics from the EU and India was formed on November 23rd, 2001, to enhance teamwork in research and development. Bangalore is set to host a joint EU-India Software Education and Development Centre, and India currently holds observer status at CERN.

1.1.2. Big Four IT Services Company

Firm	Revenues	Employees	Fiscal Year	Headquarters
TCS	\$10.17 billions	254,076	2012	Mumbai
Wipro	\$7.30 billions	140,569	2012	Bangalore
Infosys	\$7.00 billions	153,761	2012	Bangalore
HCL	\$4.3 billions	85,335	2012	Noida

Table 1: Big four IT Service Company

1.1.3. Major IT hubs

Rank	City	Description
1	Chennai	Chennai, a well-known tourist location, is where India's BPO hub is situated, Chennai is home to the main TCS and CTS operations hubs.
2	Bengaluru	It is usually referred to as Silicon Valley of India and as the largest software exporter. Bangalore is known as India's global technology powerhouse.
3	Hyderabad	Local promoters have given their city the moniker 'Cyberabad' as a result of the expansion of HITEC City, which attracted numerous IT and ITES business to set up shop there.

4	Mumbai	The financial hub of India has recently welcomed a number of IT companies.
5	Delhi	The National Capital Region, which includes Delhi, Gurgaon, and Noida, has a number of software development hubs.
6	Pune	Important Indian and international companies have their headquarters in Pune, C-DAC's main office is in Pune.

Table 2: Major IT Hubs

1.2. Objectives of the study

To understand the factors related to employee motivation in IT sector.

1.3. Scope of the study

- Understanding the motivators for workers within the information technology industry:
The study can investigate the various factors that influence employee motivation, such as Intrinsic Reward, perceived training effectiveness, Employee performance.
- The study aims to identify key providers of employee desire and variables that impact contribute to higher enthusiasm of workers.
- The finding of the study also used to develop recommendation to help corporates to understand factors of the information technology industry motivation for workers.
- The study also contributes to existing literature on employee motivation and the study is limited to geographical location of Delhi NCR and the sample size of 86.

Chapter 2 LITERATURE REVIEW

The present research on a Study on Employee Motivation in IT Sector is given in a thorough summary in this chapter. The review discusses factor which affect Motivation, such as employee performance, Intrinsic Reward, and employee perceived training effectiveness. It draws on a variety of sources, including academic publications, books, and internet resources, to support the justification for the current study. The evaluation emphasises the need for more research on academic stress among students in higher education institutions in the Delhi NCR.

Definition of Motivation- Giving someone a reason, an incentive, a passion, or an interest that motivates a particular action or conduct is the definition of motivation. Motivation is important in all aspects of life. Hunger drives basic behaviours like eating. The quest for knowledge is what propels education. Coercion and rewards both have their place as inspirations.

There are two primary types of motivation:

- Intrinsic, and
- Extrinsic

Internal drives are intrinsic *motivation*. People experience as *it* happens, they is needed to act due to pleasure, *necessity*, or *desire*.

Extrinsic motivation is when someone is influenced by something outside of themselves to act in a certain way. To the definition of motivation, there exist numerous theories and terms that serve as subheadings. For instance, "If you tidy your room, I'll offer you a sweets bar." This is a case of incentive-driven behaviour Motivation *is* a psychological quality that encourages a living thing to take action towards an objective it wants and that elicits, controls, and sustains particular behaviours that are focused on goals. *It* can be *viewed* as a motivating factor, a psychological need that propels or reinforces behaviour in the direction of a desired outcome. For instance, hunger is one reason that makes someone want to eat. It has been established that the physiological, behavioural, cognitive, and social domains all contribute to motivation. A fundamental drive to enhance pleasure, reduce suffering, and maximise well-being may serve as the basis for motivation. It may also result from particular physical requirements like hunger, sleep or rest, or sex.

A person's inner drive to perform or act in a specific manner is called motivation. Such interior elements, such as goals, aspirations, and targets, result in behaviour to shift in a certain direction.

2.1 NEED AND SIGNIFICANCE OF MOTIVATION

Motivation is referred to as the 'center of management' by Renis Likert. Each supervisor has the critical responsibility of inspiring their team members to work hard to realize the objectives of the company. Even well-intentioned directives and commands may not have been carried out even if they were issued to persuade their workforce to follow them, management must employ a variety of motivating methods appropriately. The motivation that is successful results in more than just agreement with a directive; it also results in a commitment to ensure that everything is completed successfully and efficiently. Inspiration is a potent tool in a manager's toolbox for inspiring workers and boosting their self-esteem. By motivating staff, management fosters a "will to work" that is crucial for attaining organizational goals. Motivating the group's members is necessary for them to participate effectively, be committed to the group, and achieve the goal of the organization.

The following results may be anticipated if staff members are properly motivated.:

1. The workforce is happier if management allows employees to attend to their emotional and physical needs. The workers will freely collaborate with management and contribute their all to the business's goals.
2. To contribute to the expansion of the company, employees often aim to optimize their productivity by broadening their skill sets and knowledge. Additionally, this will increase output.
3. The workers' absenteeism and labour turnover rates have been low.
4. There have been positive interpersonal relationships in the workplace, which will result in less conflict between employees and management as well as within the workforce.
5. The number of complaints will decline, and grievances. Low accident rates were observed.
6. Both the quantity and quality of items have increased. Scrap and waste have decreased. The public perception of the company will also improve with higher quality products.

2.1.1. EMPLOYEE MOTIVATION

Employee Management may use motivation as a great tool to encourage the workforce. The main duty of every manager is to foster a spirit of inspiration or a desire to work among his or her workers. It should be kept in mind that even if a person has great ability, nothing can be accomplished if he is unwilling to put in the necessary effort. Motivating oneself to work is, in a crude but accurate sense, motivation.

Each manager has to take on the critical responsibility of inspiring teammates to work hard to attain the objectives of the company. Even the best-laid directions and instructions might not be followed through on. To persuade their staff to follow them, a manager must employ motivation in the proper way. Effective motivation results in not only the acceptance of a directive but also the willpower to ensure that it is carried out skillfully and successfully.

In an effort to inspire employees to contribute to the organization's goals, managers must understand their requirements and motivations. They must also foster an environment where the appropriate rewards are accessible to ensure their pleasure. If management is successful in achieving this, the employees' willingness to work will also be successful. As a result, the organisation will work harder and more effectively. The workforce's assets and abilities will be used more effectively.

2.1.2. IMPORTANCE OF EMPLOYEE MOTIVATION:

Motivation can affect both the quantity and the quality of your company's work. Any firm depends largely on the productivity of its production team to ensure that enough products are produced to meet the week's demand. Should these workers lack of drive to complete the products needed to meet demand, the company will experience an issue with disastrous results.

Regardless of successful and despite the fact that efficient technology and apparatus cannot compare to the efficacy and efficiency of the people, who are the biggest asset of any company.

Elements that motivate include getting the group's members to participate effectively, to demonstrate their dedication to the group, and to appropriately carry out the organization's goal..

The following results may be anticipated if staff members are properly motivated.:-

1. The workforce will be happy if management gives workers the opportunity to meet their physical and psychological needs. The staff will voluntarily work with management and do everything possible to further the company's goals.
2. In order to contribute to the expansion of the organisation, employees usually desire to boost their productivity by broadening their skill sets and knowledge. This will increase productivity as well.
3. There is going to be less turnover in the workforce and employee absences. 4. The decrease in conflict between workers and management will result in positive interpersonal interactions at work.
4. it will be a decrease in the number of complaints and grievances. A low accident rate is expected.
5. Both the quantity and products' quality will improve. Decreased scrap and waste will be produced. The public perception of the company will also improve with higher-quality products.

2.1.3. OBJECTIVES OF EMPLOYEE MOTIVATION:

- Use incentives to foster a culture where people are eager to put in effort and take initiative, enthusiasm, curiosity, intense moral pleasure for the group as a whole as well as for the individual, and a sense of responsibility.
- To strengthen oppositional allegiance to the company.
- To enhance cohesion, pride, and discipline so that an organization's goals are accomplished. Methods of motivation to foster staff development.
- Even a specified quantity of expert muscle actions per hour or day can be purchased.
- To reach the desired production rate

2.1.4. FACTORS THAT AFFECT EMPLOYEE MOTIVATION

Employees are traditionally thought to be driven by accident to earn as as much cash as you can, and you behave logically to maximise What they make. The underlying premise is that money is the most powerful motivator of all people because of what it can purchase.

Behaviour among people is typically influenced by 3 types of influences. -

1. Internal forces at work in the person.
2. Internal organizational forces,
3. Mechanisms at play in the natural world

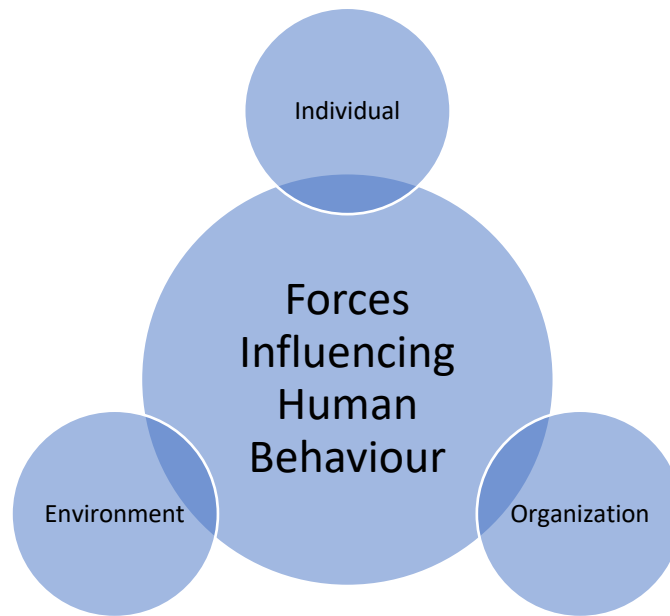


Figure 2: Types of forces influencing human behaviour

1. Internal forces: The demands of individuals are numerous and intricate. Some requirements are difficult to define and pinpoint because people cover up their true needs with behaviours that are socially acceptable. Also, because every person is unique, different things based on the individual's needs, the situation in which they find themselves, and the rewards they hope to receive for the work they perform, may prove to be motivating, manager has a responsibility to match each employee's requirements and expectations to the types of rewards offered in the workplace. 2.
2. Internal forces at play: The workplace environment must be favourable to people performing well. The environment has a significant impact on employee. motivation. An organization's culture is influenced by a number of factors, including its leadership style, the level of member autonomy, future growth potential, member emotional support, and compensation plans.
3. Environmental forces office and the outside world are not different places in which an employee exists. —that are apart from one another. When you get at work in the morning, you cannot ignore the problems and pleasures of your personal life, and you cannot ignore workplace issues when you get home from work. The worker's family life and culture, conventions, rituals, images, and traits assigned by society to particular jobs, professions, and occupations all play a significant motivating influence. Social

acceptance and social standing play a significant part in influencing people's motivations.

2.2. THEORIES OF MOTIVATION:

Only through inspiring employees to work towards achieving organisational goals can management perform their duties effectively. However, It is difficult writers like McGregor, Maslow, Herzberg, and Vroom contend that it is impossible to comprehend motivation without taking into account what people desire and hope to achieve from their labour. Maslow's theory is seen as a significant theory of motivation since it emphasises the needs of the individual so strongly.



Figure 3: Maslow need Hierarchy

2.2.1. MASLOW'S NEED HIREARCHY MODEL

Maslow developed a conceptual framework that is highly regarded for understanding human motivation. Someone's efficiency, according to him, is defined by how successfully they match a given opportunity with the suitable place in the hierarchy of needs. The idea behind the motivating process is that conduct is, at least in particular, driven by meeting needs. The following diagram illustrates how Maslow ranked human wants from the most fundamental to the most urgent.

1. **Basic Physiological Necessities:** The physiological requirements are the demands that form the basis of motivation theory. For the preservation and continuation of human existence, these requirements are necessary. Food, clothing, shelter, air quality, and water are examples of basic essentials of existence.
2. **Need for Safety and Security:** Once their material requirements are met, people want comfort that their financial situation won't change. They need reassurances about their jobs, personal safety, source of income, retirement plans, hazard insurance, etc.
3. **Social obligations:** A social animal, man is as a result, he looks for interactions, sociability, the capacity to express his feelings and grievances, companionship, acknowledgement, a sense of belonging, etc.
4. **Needs for Status and Esteem:** Achievement, success, independence, competence, and self-assurance are a few examples of these requirements. They are known as egoistic requirements. They have problems with a person's reputation and position.
5. **Requirements for Self-fulfilment:** The last component of the need prioritization model is the desire for fulfillment in oneself, or the drive to pursue what one feels is the meaning of life. It requires fully appreciating one's potential for continual personal development and innovation. After his other goals have been achieved, a guy has a drive for personal achievement. He wants to take on a challenging task since it will provide him the desire and drive, he needs to complete the task. Both he and society as a whole gain from this. His success gives him an emotional sense of fulfillment.

Maslow argued that the needs have a distinct hierarchy of importance. The initial requirement must first be at least partially fulfilled before the second need can take precedence, and the same is true for the second and third needs. Man continues to have desires, much like livestock, on the other end of the need hierarchy. He never truly feels satisfied. When one need is satisfied, another one arises. As was previously mentioned, needs follow a defined order of choosing rather than developing at random. Because of this, if one's lower-level needs aren't satisfied, they can only be motivated by addressing their lower-level wants, not their upper-level desires. A further point to remember is that when a need or a particular group of wants are satisfied, they stop being a motivating factor..

2.2.2. B. HERZBERG'S MOTIVATION-HYGIENE MODEL:

The dual-factor concept and Herzberg's theory of motivational hygiene are other names for the two-factor theory, which holds that while some workplace factors influence satisfaction with

work, another set of factors influences job unhappiness. Frederick Herzberg, a psychologist, developed it and proposed that job pleasure and dissatisfaction had separate impacts. The two-factor theory's foundations When it comes to attitudes and how they relate to workplace mental health, Maslow's theory of motivation is involved. His study has significantly altered both theoretical and practical perspectives on management. According to Herzberg, People are not satisfied when their lower-order expectations at work, such as those relating to a liveable wage or secure and enjoyable working environments, are met. Instead, they look for methods to satisfy their mental requirements that have to do with achievement, awe, duty of care, upward mobility, and the nature of the position itself. So far, this seems to be in line with Maslow's theory of a hierarchy of needs. Herzberg, however, presented a two-factor system of motivation as a fresh interpretation of this idea. This concept is predicated on the notion that although some aspects of job duties or remuneration boost employee satisfaction., others do not., other, more specific job characteristics increase employee misery. In a consequence, Delight and disappointment are distinct states, not two distinct points on a continuum. According to this perspective, managers need to be conscious of and attentive to both sets of personality characteristics. in order to improve employee attitudes and productivity rather than believing that an increase in satisfaction will always lead to a decrease in unpleasant discontent. The two-factor, or motivation-hygiene theory, was developed as a result of Herzberg's study of engineers and accountants in the Pittsburgh region. Through the analysis of these interviews, he found that certain job characteristics appear to have the ability to satisfy needs such as achievement, competence, status, dignity, and realisation of oneself, thereby making the individual content and happy. But it doesn't appear that the absence of these fulfilling employment characteristics leads to unhappiness and discontentment. Instead, unhappy employees are those who have negative opinions on aspects of their jobs such as management, technical difficulties, compensation, co-worker interactions, and working circumstances. Therefore, if management wants to boost workplace happiness, it should be concerned with the nature of the work itself and the chances it offers for achieving self-realization, prestige, and responsibility. On the other side, management must concentrate on the work environment, including policies, practises, supervision, and working conditions, if it wants to lower employee unhappiness. Managers must be aware of both sets of job qualities if management is equally interested in both, as is frequently the case.

The theory of two factors differentiates:

- Motivators come from the fundamental requirements of the profession itself, such as recognition for accomplishments or personal growth, challenging labour, praise, and accountability.
- Hygiene factors, which do not directly contribute to positive pleasure but whose absence results in discontent (such as position, job stability, wage, fringe perks, and working conditions). These things, which include things like business policies, management strategies, or charge/salary, are not directly connected to the work itself.
- In the end basic terms, ensuring a worker's happiness requires hygiene elements. For improved performance, an employee has to be motivated. Herzberg further categorized our actions, as well as the methods and motivations behind them. For instance, performing a task connected to your job out of need is classified as movement, whereas doing so out of motivation is classified as inspiration.
- Despite methodological criticisms of their work, Herzberg and others have presented a significant amount of empirical evidence to support the motivation-hygiene hypothesis, in contrast to Maslow who provided little evidence to support his beliefs.

2.3. Comparison of Herzberg and Maslow Models

There are several similarities between the Maslow and Herzberg models. Further investigation of In accordance with Herzberg's model, certain employees may have attained a certain level of social and economic development, in which case Maslow's higher-level needs (esteem and self-actualization) are the most important. main drivers.. The bare minimum requirements still need to be satisfied for them to maintain their current status. As a result, we might infer that some administrative staff members as well as some operational staff members might still be driven by financial gain. Because it underlines that the motivating are frequently drawn from the job itself and distinguishes between the two categories of components, namely, motivational and maintenance, Herzberg's model enhances Maslow's pyramid of needs. Most maintenance elements fall into the category of comparatively lower order needs. Such employee demands are met in economically developed nations, and as a result, they are no longer motivating. Economic and security requirements are Herzberg's maintenance elements are self-fulfilling, whereas falls under motivational factors, as illustrated in Fig.3.4 of Maslow's physiological hierarchy of needs. It should be emphasised that esteem needs fall under motivational factors and maintenance factors, respectively. Because status in and of itself and acknowledgement have some unique variations, the esteem demands are split accordingly.

One's status is typically determined by their position. This job might not reflect personal achievement or merited respect because it may have been attained as a result of societal pressures or family relationships. Achievement and competence result in approval. It has been earned and given to you by others. Status is considered as a sanitation because of this. component together with social, physical, and emotional demands, but recognition is categorised as a motivator along with respect.

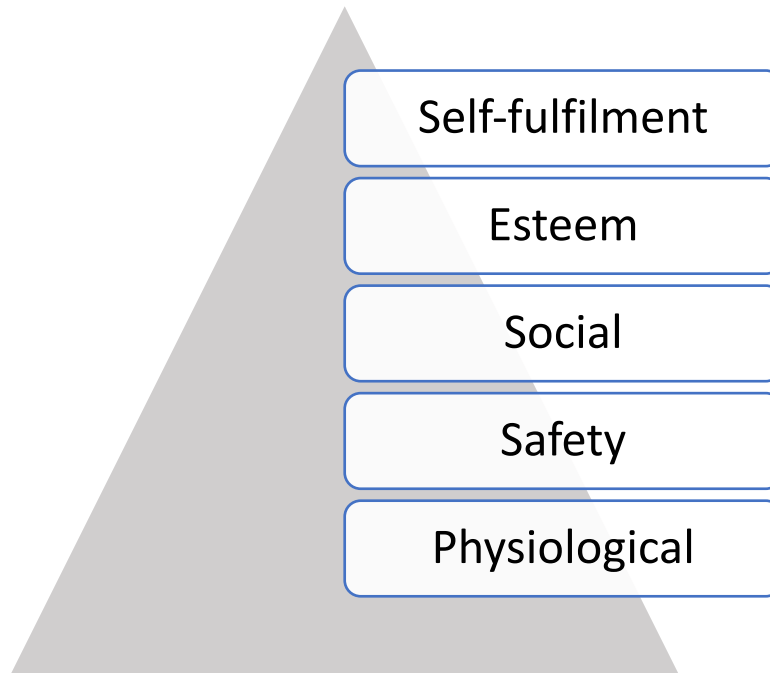


Figure 4: Comparison of Herzberg and Maslow Models

Basis	Maslow	Herzberg
1. Rank order of needs	Orderly organization of requirements.	There is no sequence of requirements.
2. Nature	Theories that describe.	Viewpoint theory
3. Principal Idea	Unmet needs motivate habits, which in turn affects productivity.	Productivity is caused by satisfied demands.
4. Motivational Factor	Every want, as long as it is sufficiently unfulfilled, can act as an incentive.	Even needs of a higher degree act as incentives.

5. Relevance	Examines motivating issues that affect all workers generally.	Focuses on higher level professional employees' work related motivational issues from a micro perspective.
6. Research Findings	The necessity of hierarchy theory is not grounded in any scientific research but rather on intuition.	The foundation of the motivational hygiene theory is the analysis of empirical data gathered from licenced accountants and technologists.

Table 3: Maslow Model vs. Herzberg Model

2.4. McClelland's THEORY:

David McClelland's three-of-three theory of motivation, which focuses on higher-level wants, explains individuals with regard to their need for influence, success, and connection. Here is a discussion of them:

understand motivation

1. The first is Need for Power: A sign of the thirst for power is the desire to exert influence over others. On Maslow's hierarchy, power would be between the desires for esteem and the process of self-. Individuals with a thirst for power frequently display traits like assertiveness, confrontational Ness, willingness to speak their minds, and a propensity to stick to their original positions They frequently speak well and make high demands of those around them. Management typically attracts persons who have a need for power because to the numerous opportunities it offers to exercise and grow power. Despite its widespread use, the term "power thirsty" does not necessarily refer to managers who are motivated by an ambition for Reward authority.
2. The desire for achievement lies somewhere between the needs for esteem and achieving one's This need isn't fulfilled by the status-granting symbols of accomplishment, but rather by the act of carrying out task to successful conclusion. High achievers typically take on moderate risks, enjoy circumstances in which they may take personal charge of resolving problems, and they actively seek out comments on how they performed. No

matter how driven someone may be to succeed, according to McClelland, "he cannot succeed if he has no opportunities, if the organisation prevents him from exercising initiative, or if the organisation does not reward him if he does." Therefore, if management wants to inspire employees at the success level, it should provide them autonomy to complete their work on their own, assign them to projects with minimal failure risks, and give them typical, in-depth comments regarding how they're performing.

3. The McClelland need for attachment and Maslow's pyramid of needs are both affiliative motives. The individual is concerned with making friends, seeking friendship, and wanting to be of assistance. People who are motivated by the affiliative desire go towards careers that promote frequent social interaction. Maslow's hierarchy of needs and McClelland's need for affiliation are both affiliative motives. The individual is concerned with making friends, seeking friendship, and wanting to help people. People who are driven by the affiliative desire are drawn to occupations that allow for a lot of social connection.

2.5. PORTER AND LAWLER EXPECTANCY MODEL

Based on A broader and more complete in order to better understand motivation, Lyman W. Porter and Edward E. Lawler using the theory of expectancy.

Expectancies (Effort-Performance Probability): It describes how much a someone believes that a task will be completed as a result of his efforts. Expectancy is referred to as a probability or an individual's assessment of the possibility that a specific outcome will come about as a result of a specific behaviour. Due to the correlation between efforts and its value can be anything between 0 and 1. The person will not even try if he believes there is no likelihood of success. On the other hand, if one had larger expectations, they would work more to get the results they wanted.

Instrumentality (Performance- Reward Probability): It speaks of the likelihood that the action (first level result) would result in the anticipated reward (second level outcome). For instance, a human who wants an advertisement thinks that doing well on the job is crucial to getting the job. The initial result is superior performance. The predicted association giving the first level

outcome of high performance a positive valence is the connection between the desired second-level effect of promotion and the first level outcome of excellent performance. In other words, first-level performance excellence is a requirement for promotion. outcome) (second level outcome). As instrumentality represents the likelihood of getting the desired result, its value also varies from 0 to 1. The combination of Motivation is produced via valence, anticipation, and instrumentality. Depending on the instrumentality, polarity spectrum, and expectation level, there are countless ways to mix these three elements of the expectation model. High instrumentality, high expectancy, and strong positive valence together provide the most motivation. If any one of the three is weak, the resultant motivation will also be poor. Occasionally, motivation will be average. Similar to this, the apprehension, unpleasant valence, and instrumentality components will influence the strength of the avoiding of situations.

A worker may display poor behaviour or lack motivation as a result of:

1. A number of elements in both the environment and the individual influence behaviour.
2. People consciously choose how they will act internal to the company.
3. diverse people have diverse needs, wants, and goals;
4. People choose alternative conduct determined by expectation that a particular behaviour will result in the intended outcome.

Porter and Lawler used their model to examine the management style and came to the conclusion that there is a intricate connection between attitudes at work. and output. Several of the oversimplified, traditional presumptions regarding the correlation between performance and satisfaction are encountered by this model. The sorts of cognition that impact managerial performance, in our opinion, are best captured by expectancy theory's emphasis on rationality and expectations. We hypothesise that managers make decisions in accordance with expectations that, despite being influenced by prior experience, are forward-looking in a way that does not appear to be susceptible to the notion of habit strengthening.

The following is a discussion of the many components of Porter and Lawler's model as seen in.

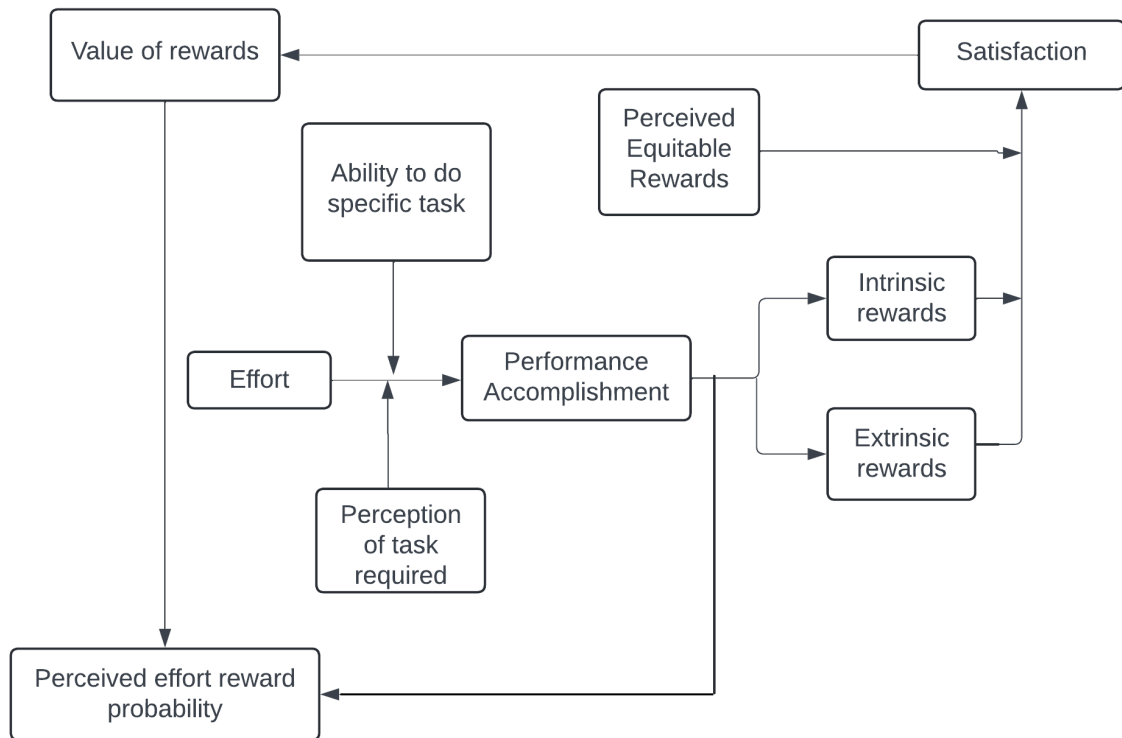


Figure 5: Porter and Lawler's model

Effort: It describes the amount of effort a person puts out when working.

The term Valence or Incentive Value: The term Valence or Incentive Value Every person's response to a particular action-i.e., their effort has a different valence, or driving force or significance. For people who like taking on additional responsibility, the chance of promotion, for instance, may have a high value, while for those who don't, it may have a low value. As a result, value is a characteristic of the result that can only be established by the outcome itself.

Estimated Probability of Effort-Reward: Performance results from efforts. Yet, neither may be equal. Performance is actually influenced by an individual's level of effort, ability, and role perception. This suggests that even if a person puts a lot of effort into his performance, it will still be unsatisfying if he lacks the necessary skills and/or has the inaccurate understanding of his position.

Rewards: Performance may result in external rewards like improved working circumstances and position as well as subjective rewards like a sense of self-actualization. It is considerably more likely that the intrinsic incentives will result in satisfaction attitudes that are connected to

performance. Furthermore, the relationship between performance and satisfaction is greatly influenced by the perceived equity of rewards. They represent the reasonable level of compensation that the person believes should be offered for a specific capacity for success.

Satisfactions: How closely actual benefits match, exceed, or deviate the degree of enjoyment is based on the person's imagined level of fair rewards. The person will feel content if actual benefits are greater than or equal to imagined equitable benefits; the person will feel depressed if actual advantages are lower than perceived equitable benefits.

2.6. EQUITY THEORY:

The equity hypothesis claims that assessments of right and unfair resource allocations in interpersonal interactions can be utilised for clarification relational satisfaction. Equity theory, which is regarded as one of the justice theories, was first developed in 1963 by John Stacey Adams, a workplace and behavioural psychologist, who claimed that employees try to maintain equity between the contributions they make to a job and the results they get in comparison to how others' contributions and results are perceived (Adams, 1965). The notion contends that because everyone wants to be treated fairly, Honesty is emphasised in interactions with co-workers and the company. The basis for equitable working conditions is the ratio of inputs to results. Inputs are the contributions that a worker contributes to the company. According to the equity idea, people who feel they are being under or overpaid would be upset, and this unease would lead them to try to make the connection more equitable. It focuses on determining if the distribution of resources among the two romantic partners is fair. According to the equity idea, people who feel they are being under or overpaid would be upset, and this unease would lead them to try to make the connection more equitable. The main question is whether the allocation of resources between the two romantic partners is equitable. The ratios of benefits and contributions that each participant in a relationship receives are compared to determine equity.

As long as the ratio between these benefits and contributions is comparable, partners are free from responsibilities. to enjoy equivalent advantages (such as getting an equivalent quantity of tenderness, tenderness, and economic security) or to contribute equally (like putting out the same amount of effort, time, and money).

Similar to other well-known theories of motivation like Maslow's hierarchy of needs, equity theory admits that complex and varied individual factors influence every person's judgement and perspective on their relationship with their love partners. According to Adams, underpaying equity results in wrath, whereas overpaying equity results in guilt. The main issue and the source of fairness or injustice in most situations is remuneration, whether in the form of an hourly rate or a salary..

Every worker likes to think that their pay is a fair reflection of how much they value their labour and contributions. A person may stop performing well at work if they become enraged with their employer and occasionally even their co-workers as a result of feeling underpaid. The minor factors also have a significant impact on how one feels about equity. Just the thought of commending an employee for their work performance and the simple act of saying "thank you" will make them feel good, which will make them feel more valuable and lead to higher results.

The meaning of equity:

A person will feel that he is being treated fairly if he thinks that the ratio of his inputs to his outcomes is equal to that of those around him. A senior colleague should therefore be paid more if everything else is equal because his expertise (and input) is greater appreciated. Individuals based their opinions of their job happiness on comparisons between themselves and the people they work with. When two employees work equally hard and to the same standard, but only one gets recognised and honoured for their accomplishments, the employee may grow frustrated with the situation. The employee would feel devalued and possibly useless as a result of this discontent. This idea (inputs) differs from equity theory, which seeks to make rewards (outcomes) be closely associated with the nature and extent of employees' efforts. Maybe paying both employees equally would demonstrate to the staff that the business respects fairness, inquiry, and gratitude. This can be illustrated by the following equation:

$$\frac{\textit{individual's outcomes}}{\textit{individual's own inputs}} = \frac{\textit{relational partner's outcomes}}{\textit{relational partner's inputs}}$$

When the ratios are balanced, the person feels good about equity, justice, and fairness.

2.6.1. Inputs and outcomes

Inputs:

The inputs that each player makes into the relational exchange are what are referred to as contributions and are regarded to entitle the participant to benefits or costs. An individual may give assets (entitling them to benefits) or liabilities (entitling them to expenses) as inputs to a link. Varying inputs are entitled to varying rewards or costs based on the relational setting. Assets like capital and labour are viewed as "relevant inputs" in industrial situations, which are contributions that provide the contributor rights, based on the relational setting. Assets like capital and labour are viewed as "relevant inputs" in industrial situations, which are contributions that provide the contributor rights. In social contexts, physical attractiveness and compassion are frequently seen as traits that confer rewards on the possessor. As well as faith in superiors, encouragement from co-workers and colleagues, and personal sacrifice, time, effort, loyalty, hard work, devotion, talent, adaptability, flexibility. final Results.

Outcomes:

The benefits and drawbacks that one believes a participant has encountered as a result of their connection with another are referred to as outputs. If the ratio of inputs to outcomes is near, the employee should be quite happy with their employment. It's possible to produce both material and immaterial results. The following outcomes are typical: Workplace security, Pay, benefits for employees, costs, standing, accountability, sense of pride, and expressions of awe and thanks

Proposition:

Four propositions make up equity theory.:

1. Individuals want to maximise their results, where results are determined by incentives less expenses.
2. By creating widely recognised procedures for equally distributing benefits and expenses among members, groups can increase their overall rewards. Within groups, individuals will strive to persuade other members to embrace and defend these systems as they mature into fair systems. Groups can only encourage members to behave in an

equitable manner by ensuring that acting justly is more profitable than acting unfairly. Typically, groups reward members who treat others fairly and generally punish (up the cost for) members who conduct others badly. unfairly as a result.

3. People become upset when one finds oneself taking part in unfair partnerships. People experience more distress when the connection is more unequal. According to equity theory, people who receive "too much" or "too little" are both distressed. If when someone gets excessively, they could experience guilt or shame. Someone may experience resentment or guilt if they receive too little. Those who believe they are in an unfair arrangement want to end their pain by restoring fairness. People feel more distress and work harder to restore equity the more egregious the inequity.

2.7 THEORIES 'X' AND 'Y' OF MCGREGOR:

In the 1960s, Douglas McGregor founded the MIT Sloan School of Management's Theory X and Theory Y theories on human motivation. HRM, organisational behaviour, communication, and growth have all been addressed by these ideas. Two competing views of employee motivation are discussed.

Theories X and Y focus on managers' impressions of their staff members rather than how they act in general. Not characteristics, but attitude.

Theory X:

This theory, which has been debunked by the majority of modern practitioners, holds that employees are fundamentally lazy, would avoid work whenever feasible, and hate it naturally. Management believes that in order to effectively oversee employees, complex monitoring and control systems must be put in place. A hierarchical structure with a limited span of control at each level is essential. This concept states that in the absence of an enticing incentive programme, employees will lack desire and will avoid responsibility at all costs. Michael J. Papa contends that theory X managers heavily rely on threats and intimidation to ensure employee compliance in order to meet organisational objectives. Acceptance of this ideology fosters mistrust, highly strict supervision, and an oppressive atmosphere. The Theory X manager frequently believes that blaming must be the end outcome of everything. He or she thinks that all potential employees are just thinking about themselves. These managers frequently think that a worker's enthusiasm for their job is primarily motivated by financial

benefit. Before determining whether the system, policy, or lack of training is at fault, they will frequently place the blame on the individual. A leader who adheres to Theory X believes that it is the management's role to plan the work and inspire the personnel because their employees would rather avoid responsibility than work. Because it considerably raises the risk of diseconomies of scale in large organisations, this management strategy has a serious flaw.

Y theory:

This point of view holds that management may assume that employees are aspirational, self-driven, and able to exercise self-control. According to reports, workers value both their mental and physical tasks at work. They think that working and playing both come naturally. Although they have the potential to solve problems in novel ways, most businesses underuse their talents. Theory Y managers believe that under ideal conditions, workers would learn to seek out and embrace responsibility as well as to exercise self-control and self-direction in completing duties that they have committed to. According to this perspective, managers may presume that workers have aspirations, are motivated by themselves, and are capable of exercising self-control. Reports indicate that employees value both the cerebral and physical duties they perform at work. They believe that both working and having fun are natural activities. Most organisations underutilize their abilities, despite the fact that they have the potential to find creative solutions to issues. Managers that subscribe to Theory Y think that under ideal circumstances, employees would learn to seek out and accept responsibility as well as to practise restraint and self-direction when accomplishing tasks they committed themselves to. The growth of an organization's human resources is a crucial aspect. This would require managers being open and honest with their workforce, closing the gap in relationships between superiors and subordinates, and creating a warm environment where employees could develop and apply their skills. Decision-making would be delegated in this setting so that subordinates may have a say in decisions affecting themselves.

OUCHI'S THEORY Z:

The exceptional growth of the Japanese economy and the management's success strategies used by Japanese businesses are attracting interest from around the world. In America and other nations, interest in Japanese management has grown quickly. William Ouchi conducted a comparison of Japanese and American management styles. He arrived at the opinion that many Japanese management techniques might be applied in an American setting. He advocated

adopting Theory Z. It should be highlighted that theory Z is not a genuine theory. It just serves as a label that can be used with type Z. It describes how people behave in the situations where theories X and Y apply. The term "Theory Z" was used for marketing purposes rather than for analysis. It should be emphasised that Urwick, Rangnekar, and Ouchi have all utilised the designation Z, although Ouchi's opinions have received a lot of attention in the business sector.

Japanese's people Management:

Japanese business practises can be characterised by the subsequent tenets:

1. Japanese employees frequently commit to their employers for a lifetime, and as a result, employers are responsible for lifetime employees. Seniority, loyalty, and cooperative behaviour are considered for making promotions.
2. Japanese people enjoy living in groups, emphasis on group. Japanese Businesses have the ability to maximize both the amount and quality of their personnel. by focusing on the group rather than the individual. Japanese management places a strong emphasis on the group's endurance. Employees are hired with the idea that they will get a lifetime salary, and employee incentives are partially based on the company's financial performance. Recitations of the company creed, songs, and other events help to promote group cohesion.
3. Japanese people like living in communities, with a focus on community. By emphasising the group rather than the individual, Japanese companies are able to maximise the quantity and quality of their workforce. Japanese management places a lot of value on the team's stamina. Employee incentives are partially based on the financial performance of the company, and employees are employed with the expectation that they will get a lifelong wage. Group bonding exercises like singing the company anthem and reciting the company creed are helpful.
4. Employees and managers who participate in collective decision-making procedures seek consensus on choices. The Japanese management emphasises shared decision-making as a result.
5. Role of Top Management: Managers function as social and symbolic leaders and are generalists. They play the role of facilitators rather than decision-makers. To put it another way, group decision-making is favoured. The career trajectories of the managers are not as specialised as those of their American counterparts.

Features of Theory Z:

1. strong connection between the employer and the staff.
2. Employee involvement.
3. mutual faith.
4. Integrated design
5. Development of human resources
6. Informal controls

2.8. FINANCIAL AND NON-FINANCIAL INCENTIVES:

An incentive is an activity or a promise to take more action. It is also referred to as an action-intensifying catalyst. In addition to wages, rewards are also given out. It means that an employee will receive more money or benefits in recognition of their accomplishments or good work. Incentives give workers a push or enthusiasm to do better. Nobody naturally acts without a reason; it's against nature. Therefore, the possibility of a reward is a strong motivator for employees. There are numerous extra stimuli that can inspire someone to do better in addition to money rewards. This will include satisfaction with one's accomplishments, work security, career advancement, and job fulfilment. Therefore, incentives can sometimes be successful in achieving a worry's objectives. There could be several motivational needs.:

1. To increase efficiency,
2. To initiate or elicit a sensation,
3. To increase commitment and work performance.
4. 4. To psychologically satisfy someone, which leads to satisfaction with work.
5. To influence a subordinate's outlook or actions on their work
5. 6. To encourage enthusiasm and passion for what one does.
6. 7. To maximise their potential in order to harness and utilise them fully
7. The following two sorts of motivation must be offered by management in order to motivate staff of incentives:

> Financial Rewards for Associates expressed in rupees make them happy and are referred to as incentives. One of the main ways that people can achieve their goals is through money. By accumulating a sizable number of personal goods, money can also be utilised to perform social commitments. Thus, in addition to social and economic requirements, money also satisfies

mental ones. Different salary schemes and bonus programmes are thus introduced in numerous businesses to reward and inspire workers.

> Non-financial Incentives: Numerous non-financial incentives monetary ones that could satiate employees' needs for ego and self-actualization additionally exist. "Non-monetary incentives" are rewards that cannot be quantified in monetary terms. A manager uses non-financial incentives to meet the psychological requirements of his employees.

Employee performance affect employee motivation

According to research by Hafiza et al. (2011), a number of variables, including job security, working environment, worker-employer relationships, training and development opportunities, and company-wide policies and processes for rewarding employees, can have an impact on an employee's performance. The most crucial factor influencing employee performance is motivation brought on by rewards.

Due to multiple investigators, motivation increases the level of efficiency in employees (Greeno, 2002). Additionally, they stated that in order to close the gap between an employee's talent and willingness, the company must encourage the employee so that, in accordance with his or her abilities, they can produce outcomes. Companies will increase production in general, reduce expenses and increase the effectiveness of the organisation as they support satisfaction among workers.

The productivity of a company is significantly impacted by employee disengagement (Skudiene & Auruskeviciene, 2012). An company has to consider a number of elements, such as institutional, social, and personal pressures, while influencing people for the best results. Experts believe that workers who are assigned difficult assignments express a high level of satisfaction with their work.. In order to increase employee motivation, it is therefore important to focus on what can be gained from the activity itself (Devito et al., 2016). When a manager shows upbeat admiration for their staff, it is now viewed as a positive sign for the entire team, and they subsequently become encouraged. Within an organisation, people often function as a family, thus occasionally it could lower their motivation and morale.

No matter if an organisation is in the public or private sector, motivation is regarded as one of the most crucial factors (Baldoni, 2005b). "Motive" describes a person's requirements,

preferences, and goals. The method through which businesses motivate their personnel to achieve organisational goals by giving them incentives, prizes, raises, etc. is referred to as "employee motivation" as a result. This research study (Creswell, J. 2012) on the effect of employee motivation on performance aids in understanding employee motivation as it relates to performance in the workplace as well as the organisational tools used to motivate employees for the best performance (Aung, 2008).

Reward

Access and instruction to research work are recognised as crucial factors to boost worker productivity in secondary school, owing to various studies. In this way, employee performance in any business is primarily driven by motivation (Amabile, T.M. 1997). Performance and employee motivation are well correlated. This means that motivated employees will surely perform better. Level of education, training, and past research experience all act as moderators on the positive link between motivation and performance (Baltoni, 2005b). This element most likely will have an impact on performance and how desire in this context relates to performance.

Osgood (Osgood, 1966) believed that circumstances were the primary factor in determining a person's personality. Because a person's behaviour and thought processes are influenced by their environment, it is only normal to be concerned about an employee's situation in order to maximise the effectiveness of their company function. Inter-departmental cooperation is another component that is closely related to staff aspirations. To comprehend this point, it is important to understand the facts about how a company operates. During operation management, several types of departments must be built, and each department has been given a large number of personnel. However, there is no coordination between those departments to produce. It will make it difficult for the organisation to accomplish its goals in an easy way. As a result, those employees also lost motivation and began to worry about their job security, but if there is continued harmony among all departments, it will give genuine employees the chance to learn their working procedures in a systematic way. Additionally, good staff relationships always have a positive impact on the organisation as a whole, which in turn motivates employees to finish their work. the level of motivational employees' performance Publications of the International Journal of Scientific and Research, Employee performance levels are discernible throughout the evaluation of each fiscal year. An organization's business will always benefit from having motivated personnel because they By maximising the agendas in

comparison to the previous works agenda, we may raise the production level and the frequency of manufacturing. An organization's productivity from motivated employees can provide it a competitive edge. Motivated staff members manage daily tasks in a way that allows organisations to indulgently benefit from a flawless competitive environment.

Intrinsic Reward affect employee motivation

Intrinsic rewards have a favourable and considerable impact on an employee's performance in an organisation, according to Ajila and Abiola (2004). The results also demonstrate that intrinsic rewards, such as career development, responsibility, recognition, and learning opportunities, have a less effect on an employee's job performance than do extrinsic rewards, such as money, bonuses, promotions, and benefits. Employees would rather get paid right away than have their labour acknowledged.

Two-fold Motivation According to Reio and Callahon (2004), intrinsic incentives are employed to motivate workers to produce more. According to Lawler's (2003) analysis, an organization's productivity is influenced by how motivated its workforce is. The inner benefits are inherently illusive. We cannot literally touch things like thankfulness, company views, and job rotation; instead, we can only sense it.. Internal rewards are incentives found inside the work itself, such as satisfaction with how a task was completed or the employer's appreciation (Ajila, 2004). An inner motivation can be produced since one needs to feel capable and proud of something (McCullagh, 2005). As a result, inwardly motivated nurses do tasks related to health care for no obvious reason other than the pleasure and satisfaction that they experience, with the actual work. According to Weinberg and Gould (2003), internal motifs might take one of three (3) forms: alertness, success, or relaxation Internal motivation is therefore not the only type of human motivation or even voluntary behaviour, but it is pervasive and significant. While there is intrinsic motivation amongst people, there is also intrinsic motivation in the interaction between people and their activities. Some authors have defined intrinsic motivation in terms of an engaging task, while others have defined it in terms of the satisfaction on a task. others rewards. According to the findings of their research, intrinsic rewards have a favourable and considerable influence on an employee's job satisfaction.

Intrinsic rewards are the benefits that a corporation has provided to its personnel. Employees that successfully complete their tasks or projects are rewarded internally. or intrinsically. These rewards depend on an individual's work and aptitude, and they are essentially emotional in

nature. Employees are encouraged to keep improving and, when necessary, to alter their behaviour in a lasting way by receiving intrinsic benefits, according to Ryan and Deci (2020). For example, when a person successfully completes a task, they frequently experience contentment and a sense of accomplishment. The employee is thus motivated internally to complete the task successfully going forward so they can keep feeling great. Some cases of intrinsic benefits in the Workplace benefits include being proud of your work, feeling respected by managers and/or co-workers, growing personally, gaining managers' trust, doing enjoyable work, feeling accomplished, learning something new or increasing competence in a particular area, being able to pick the projects you work on, and being a part of a team. The results of earlier studies support the good impact of a reward system on employees' performance.

Two general categories of rewards exist. Both intrinsic and extrinsic rewards are possible (McCormick and Tifflin 1979). When a person successfully completes a task or achieves a personal goal, they are more likely to exhibit behaviours that are intrinsic to the work and that they value. On the other hand, extrinsic incentives are those that have no connection to the activity at hand, such as pay, benefits, security, promotions, work conditions, service agreements, and workplace culture. Examples of intrinsic rewards include empowerment, receiving admiration, positive acknowledgment, and being treated with kindness. These rewards can be thought of as "psychological rewards."

When a job fundamentally includes tasks that are satisfying to him or her, an individual who is intrinsically motivated will be committed to that employment. Likewise, someone who is driven by external factors will give their all to their work so they can gain or receive rewards from other sources (Ajila 1997).

According to Rizwan and Ali Usman (2010), the incentive and recognition programmes play a key role in preserving employees' high levels of ardour and self-esteem. Highly motivated employees give a company a competitive edge and aid in its goal-achieving because of how well they perform. Additionally, there is a positive and significant link between job satisfaction and work drive as well as opportunities for advancement and credit.

Intrinsic rewards are incentives that have been given to employees of a corporation. For successfully completing their tasks or projects, employees are given internal benefits known as intrinsic rewards. These rewards are mostly psychological in nature and are based on an individual's effort and aptitude. Employees are encouraged to keep improving and, where

necessary, to adopt long-lasting behavioural adjustments by receiving intrinsic rewards, according to Ryan and Deci (2020) employee perceived training effectiveness affect employee motivation.

According to research by Hafiza et al. (2011), a number of variables, including job security, working environment, worker-employer relationships, training and development opportunities, and company-wide policies and processes for rewarding employees, can have an impact on an employee's performance. The most crucial factor influencing employee performance is motivation brought on by rewards.

Devaro et al. (2017) conducted their study in California and looked at the connection between internal motivation and training in both for-profit and non-profit organisations. According to the study, training occurs frequently in non-profit organisations, and their base salaries are lower than those of for-profit companies.

According to Chen et al. (2004), training can assist employees cope with the stress brought on by unfamiliar work demands. The individual will likely feel more confident tackling difficult activities that call for new talents as a result of the training they received. Therefore, it is predicted that effective training will have a positive impact on employees' sense of job satisfaction.

Through an average increase in employee pay of 17.7% as a result of training. Bundria's (2012) findings indicate a relationship between work satisfaction and training. This supports Choo & Bowley's hypothesis that giving employees access to quality training programmes improves employee J. S.

Training is referred to as a person's act, process, or methodology. According to the second edition of the Merriam Webster Dictionary, it is also described as the information or experience that one gains via training. To be more precise, Rothwell and Sredl (2000) described training as a brief intervention intended to alter people by providing them with the knowledge, skills, and attitudes required to meet or exceed customer expectations and produce results (p. 9). Blancher and Thacker (1999) provided another definition, defining training as a systematic procedure intended to acquire knowledge and abilities for a present or future work. Training seeks to improve an employee's skill set.

Training transfer is described as "the continued application by learners to performance of jobs, individuals, and community responsibilities of knowledge in learning activities" (Broad, 1997, p. 2). In other words, transfer refers to the learner's responsibility to apply new knowledge in a fresh setting. Because the end result of training is to provide the individual with all or most of the aforementioned abilities, training employees is more individual-focused than group-oriented (Sred and Rothwell, p. 200).

2.9 Research Questions

How does employee performance affect employee motivation in IT sector?

How does Intrinsic Reward affect employee motivation in IT sector?

How does employee perceived training effectiveness affect employee motivation in IT sector?

Chapter- 3 Research Methodology

“The outcome of this chapter is to discuss the technique used in the current study, which intends to investigate the factors related to employee Motivation in IT Sector. This chapter covers the study’s research methodology, sampling method, data collecting, ethical issues, and data processing techniques and tools. Generally speaking, the chapter bestows a full description of the research methodology used in the study, allowing the reader to comprehend the study’s design, data gathering, and analytical methodologies.”

Finding out how employee performance, Intrinsic Reward and employee perceived training effectiveness affect employee Motivation in IT Sector out is the goal of this study. The study approach includes the use of a survey questionnaire to gather data, as well as the use of statistical techniques such as Descriptive Analysis, Multiple Linear Regression, to analyse the data with the use of SPSS software.

3.1 Research Design

This study used a cross-sectional survey how employee performance, Intrinsic Reward and employee perceived training effectiveness affect employee Motivation in IT Sector in Delhi NCR. The survey form is made up of closed- ended questions built with the Likert scale in mind. The Likert scale employs a numerical scale ranging from 1 to 5 for four (4) independent variable and 1 to 5 for one (1) dependent variable, employee performance (A1), Intrinsic Reward (A2), employee perceived training effectiveness (A3), are the independent factors for this study. The employee motivation is the dependent variable. The survey findings will be used to analyse how these factors affect employee motivation.

3.2 Sampling

This study’s sample size is 116 IT employees from IT companies in Delhi NCR. A convenience sampling strategy is used to pick the sample. Employees are sent the survey form via email and social media sites. The sample’s inclusion requirements are that employees must be actively working in the IT company in Delhi NCR.

3.3 Data Collection

A survey form created with the Google Form platform is used to collect data. The survey form is sent to employees in IT companies at Delhi NCR's. The survey form is intended to take about 15 minutes to complete.

3.4 Data Analysis

The SPSS programme is used for data analysis. Descriptive analysis is used to analyze the data acquired through closed-ended questions. Multiple Linear Regression analysis is performed to find how employee performance, Intrinsic Reward, and employee perceived training effectiveness affect employee motivation in the IT sector. Based on the employee's gender, age, and level of education.

3.5 Limitations

There are several constraints to the research that should be considered. Because the sample size is 116 small, the findings cannot be generalized to the full population. Furthermore, the research was done in a specific geographical location, and the findings may not be relevant to other places. This suggests that the findings are limited to the location in which the study was performed and cannot be generalized to the general population. As a result, when attempting to extend the findings to a wider population, care should be exercised.

Chapter 4 ANALYSIS, DISCUSSION AND RECOMMENDATION

“The outcomes of the study how employee performance, Intrinsic Reward, and employee perceived training effectiveness affect employee motivation in the IT sector. Descriptive statistics are provided, followed by inferential statistics such as regression analysis and Univariate Analysis of Variance (Two-way ANOVA) to investigate the employee performance, Intrinsic Reward, and employee perceived training effectiveness affect employee motivation.

Multiple Regression Analysis

The primary goal of this study was to investigate the relationship between several characteristics linked with Employee motivation in the IT sector. We looked specifically at how employee motivation is influenced by (A1) Employee performance, (A2) Intrinsic Reward (A2), and (A3) Employee perceived training effectiveness.

Hypothesis (Ho) – There is a significant relationship between the independent variable Intrinsic Reward, Employee performance, Employee perceived training effectiveness, and the dependent variable employee motivation.

Above hypothesis divided into three hypothesis-

H1 – There is significant relationship between employee performance and employee motivation.

H2 – There is a significant relationship between Intrinsic Reward and employee motivation.

H3- There is a significant relationship between employee-perceived training effectiveness and employee motivation.

Model Summary				
Model	R	R Square Correlation	Adjusted R Square	Std. Error of the Estimate
1	.952 ^a	0.906	0.904	0.4059

Table 4: Model Summary

The regression analysis was conducted with a high degree of goodness of fit, as evidenced by the high value of R, which is 0.952. This indicates a strong positive linear relationship between the independent variable(S) and the dependent variable.

The R-square value, which is 0.906, represents the proportion of the total variance in the dependent variable that can be explained by the independent variable(s). This suggests that 90.6% of the variability in the dependent variable can be accounted for by the independent variable(s) in the regression model.

The adjusted R-square, which is slightly lower at 0.9044, takes into account the number of independent variables and the sample size, providing a more conservative estimate of the model's explanatory power. It is still relatively high, indicating that the model is a good fit for the data.

ANOVA ^a						
Model		Sun of Squares	Df	Mean Square	F	Sig.
1	Regression	178.858	3	59.619	361.86	.000 ^b
	Residual	18.453	112	0.165		
	Total	197.31	115			

Table 5: Anova

- a. Dependent Variable: D1
- b. Predictors: (Constant), A3, A1, A2

The study appears to be based on a regression model's ANOVA (study of Variance) table. Let's deconstruct the analysis using the provided information:

Regression:

The sum of squares (SS) is the sum of the squared discrepancies between the predicted values and the mean of the dependent variable. There are 178 squares altogether in this situation.

Degrees of freedom, or the number of independent variables in the model. The presence of three independent variables is indicated in this situation by the number.

The total of squares divided by the degrees of freedom is known as the mean square (MS). The mean square in this situation is found to be 59.619 (178 divided by 3).

F statistic: The proportion of the regression's mean square to the residual's (error) mean square. Here, the F statistic is 361.860.

The p-value corresponding to the F statistic is known as the significance level (Sig). The regression model appears to be statistically significant in this instance because the significance level is stated as 0.000, which denotes an extremely low p-value.

Residual (Error):

Sum of squares: The total squared difference between the values that were seen and those that the regression model predicted. The total squares in this case is 18.453.

Degrees of freedom are equal to the sum of the observations less the number of parameters that the model has estimated. The df in this instance is provided as 112.

The sum of squares divided by the degrees of freedom is the mean square. The mean square in this situation is determined to be 165 (18.453 divided by 112).

Total:

The sum of squared discrepancies between the observed values and the dependent variable's overall mean is known as the sum of squares. Here, the squares' total is 197.310.

The regression model accounts for a large percentage of the variance in the dependent variable is supported by the fact that the mean square of the regression model (59.619) is higher than the mean square of the residual (165), which is smaller. While the overall sum of squares (197.310) displays the total variability in the dependent variable, the sum of squares for the residual (18.453) illustrates the variability that is still there after applying the regression model

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-48.113	3.88		-12.401	0
	A1	4.373	0.158	1.593	27.66	0
	A2	1.574	0.248	0.401	6.348	0
	A3	13.018	1.002	1.191	12.986	0

Table 6: Model Summary

The given regression analysis aims to investigate the relationship between the independent variables (Employee Performance, Intrinsic Reward, and Employee Perceived Training Effectiveness) and the dependent variable (Employee Motivation) in the IT sector. The coefficients presented in the table show the strength and the direction of the relationship between the variables.

The null hypothesis (Ho) suggests that there is no significant relationship between the independent variables (Employee Performance, Intrinsic Reward, and Employee Perceived Training Effectiveness) and the dependent variable (Employee Motivation). The alternate hypotheses (H1, H2, H3) suggest that there is a significant relationship between each independent variable and the dependent variable.

The regression model includes a constant term, A1 (Employee Performance), A2 (Intrinsic Reward), and A3 (Employee Perceived Training Effectiveness) as predictors of Employee Motivation. The standardized coefficients (Beta) indicate the relative importance of each predictor variable in explaining the variance of the dependent variable. The t-value indicates the significance of the coefficients.

Based on the coefficients provided, the model's constant term has a coefficient of -48.113, which means that when all other predictor variables are zero, the predicted value of employee motivation would be -48.113.

A1 (Employee Performance) has a positive coefficient of 4.373, indicating that an increase in Employee Performance is associated with an increase in Employee Motivation. The t-value of 27.66 and a significance level of 0 indicate that this relationship is statistically significant.

A2 (Intrinsic Reward) has a positive coefficient of 1.574, indicating that an increase in Intrinsic Reward is associated with an increase in Employee Motivation. The t-value of 6.348 and a significance level of 0 indicate that this relationship is also statistically significant.

A3 (Employee Perceived Training Effectiveness) has a positive coefficient of 13.018, indicating that an increase in Employee Perceived Training Effectiveness is associated with an increase in Employee Motivation. The t-value of 12.986 and a significance level of 0 indicate that this relationship is statistically significant.

Therefore, based on these results, we can reject the null hypothesis and accept the alternative hypotheses (H1, H2, H3). It can be concluded that there is a significant relationship between Employee Performance, Intrinsic Reward, Employee Perceived Training Effectiveness, and Employee Motivation in the IT sector. The three predictor variables (Employee Performance, Intrinsic Reward, and Employee Perceived Training Effectiveness) have a positive and significant impact on Employee Motivation.

4.1 Finding & Recommendation

Based on the finding that Employee Performance, Intrinsic Reward, and Employee Perceived Training Effectiveness have a significant positive impact on Employee Motivation in the IT sector, the following recommendations can be made:

Employee performance should be consistently monitored and measured to ensure that employees are meeting their targets and goals. Managers can use performance metrics to identify areas where employees need to improve and provide them with feedback and training to help them improve their skills and knowledge.

Intrinsic rewards, such as recognition, praise, and opportunities for personal and professional development, should be provided to employees to increase their motivation. Managers can recognize and reward employees for their hard work, accomplishments, and contributions to the organization.

Employee training and development programs should be designed to improve employees' skills, knowledge, and abilities. These programs should be aligned with the organization's goals and objectives and should be delivered in a way that is relevant, engaging, and effective.

Organizations should create a positive and supportive work environment that fosters employee engagement and motivation. This can be achieved by providing a safe and healthy workplace, promoting work-life balance, and encouraging open communication and collaboration among employees.

Regular employee surveys should be conducted to assess employee satisfaction, engagement, and motivation. These surveys can provide valuable insights into employees' perceptions of their work environment and help organizations identify areas where improvements can be made to increase employee motivation and retention.

Overall, these recommendations can help organizations increase employee motivation, improve employee performance, and enhance organizational effectiveness in the IT sector.

Chapter 5 CONCLUSION

This chapter summarises and concludes the study on Employee motivation IT sector and the effect of the relationship between several characteristics linked with Employee motivation in the IT sector. We looked specifically at how employee motivation is influenced by (A1) Employee performance, (A2) Intrinsic Reward (A2), and (A3) Employee perceived training effectiveness so as we can see in this analysis, we can see that these independent variables affect the motivational level of employees. The results show that analysis indicates that two independent variables, A1 and A3, have significant positive relationships with the dependent variable D1. These findings suggest that both A1 and A3 are important predictors of D1, and increasing either of these variables is likely to increase D1.

The standardized coefficients Beta indicate that A3 has a stronger relationship with D1 than A1. This means that a one-unit increase in A3 is associated with a larger increase in D1 than a one-unit increase in A1, holding all other variables constant. However, the unstandardized coefficients show that the effect size of A1 is smaller than that of A3 in absolute terms. Therefore, both A1 and A3 should be considered important predictors of D1 in this analysis.

It is also worth noting that the constant does not have a significant relationship with D1 in this analysis. This means that the value of D1 when all independent variables are equal to zero is not significantly different from zero. However, it is important to remember that the constant can still have a role in the model as a baseline or intercept value.

The results of this analysis should be interpreted with caution, as there may be other variables not included in the analysis that could also influence D1. Additionally, the results are based on a specific sample and may not generalize to other populations. Therefore, further research is needed to confirm the relationships between A1, A3, and D1, and to investigate the role of other variables that could influence D1.

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