

**To study the influence of organizational culture on employee
motivation**

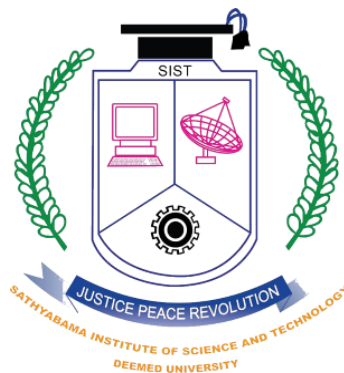
Submitted in partial fulfilment of the requirement for the award of

MASTER OF BUSINESS ADMINISTRATION

BY

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DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

ACCREDITED WITH GREED "A" BY STATUS BY UGC I APPROVED BY AICTE

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **A.D SANJAI THOMAS (42410050)** who have done the Project work entitled "To study the influence of organizational culture on employee motivation".

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ABSTRACT

This comprehensive study delves into the multifaceted realm of employee motivation within contemporary organisational setting. Contemporary approaches, the research seeks to uncover the key determinants influencing employee engagement, performance and satisfaction. Through a mixed-methods approach encompassing surveys interviews, and observation data, a diverse sample of employees across various industries participated in this study.

The literature review provides a critical analysis of seminal motivation theories, offering a nuanced understanding of intrinsic and extrinsic motivators. Finding reveal a dynamic interplay between factors such as recognition, autonomy, professional development, and work life balance in shaping employee motivational level. Additionally, this study explores the impact of organizational culture and leadership styles on employees motivation, providing valuable insights for management practices

The research identifies significant correlation between motivational factors and organisational outcomes, highlighting the pivotal role of motivation in enhancing productivity, reducing turnover, and fostering a positive work environment. Moreover subgroup analysis underscores influence of demographic variable on motivational Preferences emphasizing the need for tailored strategies.

Limitation of the study, including sample size constraints and potential response bias are acknowledged. Recommendations for future research include longitudinal studies to assess the sustainability of motivational interventions and further exploration of industry specific nuances.

This study contributes to the ongoing-discourse on the employee motivation offering practical implications for organisations seeking to optimize their workforce's performance and well-being. By recognizing the multifaceted nature of motivation this research endeavors to provide a foundation for evidence based strategies to cultivate a motivated and engaged work

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

By now it has been established that the motivational factors are the perceived needs of the employees, which when satisfied, contribute to the employees' performance and productivity. But motivation, per se, can be better defined as a process of governing choices. This process may be 'internal or external to the individual that arouse enthusiasm and persistence to pursue a certain course of action'. The motivation process starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive. All the definitions, therefore, authenticate that motivation is a behavioural syndrome, which develops when there is a perceived incongruence in the employees' needs and expectations.

Motivation is a psychological feature that arouses an organism to act towards a desired goal and elicits, controls, and sustains certain goal directed behaviors. It can be considered a driving force; a psychological one that compels or reinforces an action toward a desired goal.

After employees are hired and trained, it is important to motivate them to get the desired efforts from them, to achieve organizational objectives. While designing their compensation package, we try to meet their expectations at the outset, suitably identifying their extrinsic and intrinsic needs, within the given policies and procedures of the organization.

However, this is restricted only in those cases, where, we can afford to become flexible, to attract and retain talents in key positions, without contributing to the general dissatisfaction of other employees. But major problems on employee motivation become evident when employees of an organization start perceiving that there is a wide mismatch between their expectations and organizational commitments. At times, such perceived expectations of the employees far exceed the organizational commitments, resulting in a significant drop in their perception.

Motivation is a dynamic organizational-behaviour issue and there cannot be any organization-specific motivation tool. The subject of motivation, perhaps, received the highest attention from management thinkers' worldwide.

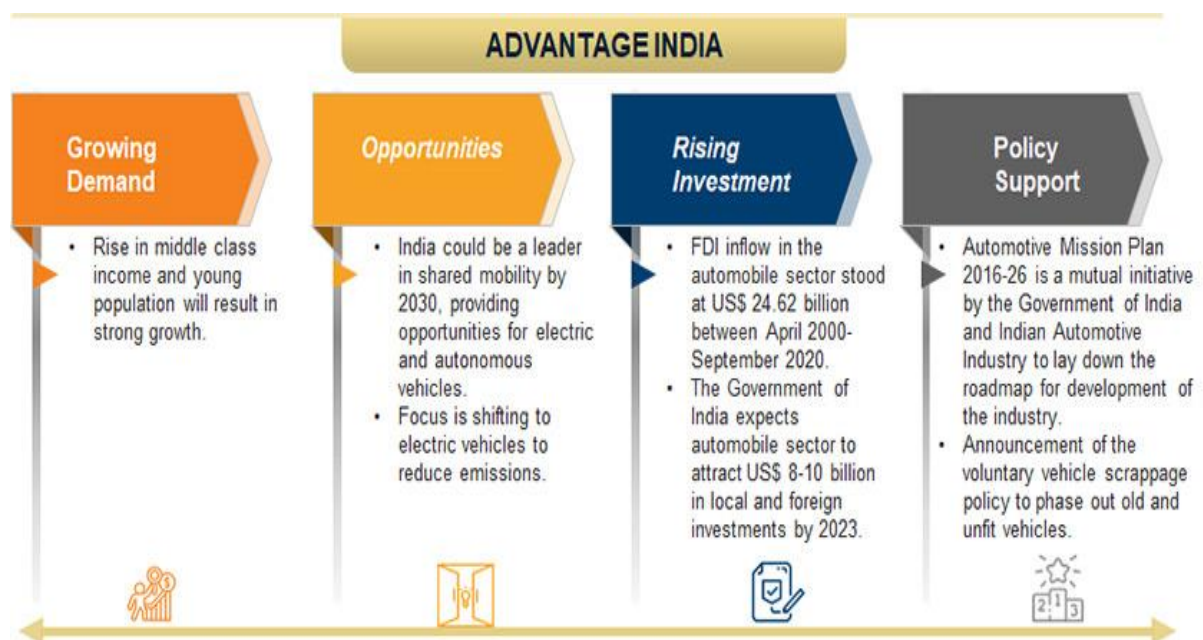
Even then we find that we are not able to address the problem, as employee demotivation is a perennial issue from the days of the industrial revolution. Before the industrial revolution, such problems were non-existent, as the owners of labour services and owners of means of capital had the same identity and the motivation for work was spontaneous in a home-centred production system.

In this article, we have first discussed the different theories of motivation, and mentioned briefly about the different empirical studies on motivation in India and abroad, before culling the other issues such as concepts, objectives, process, and benefits. Such a journey is necessary because we find this is one of the much discussed and much-debated subjects of organizational behaviour studies.

1.2 INDUSTRY PROFILE

In 2019, India was the fifth-largest auto market, with ~3.81 million units combined sold in the passenger and commercial vehicles categories. It was the seventh largest manufacturer of commercial vehicles in 2019.

The two wheelers segment dominate the market in terms of volume owing to a growing middle class and a young population. Moreover, the growing interest of the companies in exploring the rural markets further aided the growth of the sector.



India is also a prominent auto exporter and has strong export growth expectations for the near future. In addition, several initiatives by the Government of India and major automobile players in the Indian market is expected to make India a leader in the two-wheeler and four-wheeler market in the world by 2020.

Market Size

Domestic automobiles production increased at 2.36% CAGR between FY16-20 with 26.36 million vehicles being manufactured in the country in FY20. Overall, domestic

automobiles sales increased at 1.29% CAGR between FY16-FY20 with 21.55 million vehicles being sold in FY20.

Two wheelers and passenger vehicles dominate the domestic Indian auto market. Passenger car sales are dominated by small and mid-sized cars. Two wheelers and passenger cars accounted for 80.8% and 12.9% market share, respectively, accounting for a combined sale of over 20.1 million vehicles in FY20.

Passenger vehicle (PV) sales stood at 3,10,294 units in October 2020, compared with 2,71,737 units in October 2019, registering a 14.19% growth. As per Federation of Automobile Dealers Associations (FADA), PV sales in December 2020 stood at 271,249 units, compared with 218,775 units in December 2019, registering a 23.99% growth.

Overall, automobile export reached 4.77 million vehicles in FY20, growing at a CAGR of 6.94% during FY16-FY20. Two wheelers made up 73.9% of the vehicles exported, followed by passenger vehicles at 14.2%, three wheelers at 10.5% and commercial vehicles at 1.3%.

EV sales, excluding E-rickshaws, in India witnessed a growth of 20% and reached 1.56 lakh units in FY20 driven by two wheelers. According to NITI Aayog and Rocky Mountain Institute (RMI) India's EV finance industry is likely to reach Rs. 3.7 lakh crore (US\$ 50 billion) in 2030.

- Premium motorbike sales in India recorded seven-fold jump in domestic sales, reaching 13,982 units during April-September 2019. The luxury car market is expected to register sales of 28,000-33,000 units in 2021, up from 20,000-21,000 units sold in 2020. The entry of new manufacturers and new launches is likely to propel this market in 2021.

Investments

In order to keep up with the growing demand, several auto makers have started investing heavily in various segments of the industry during the last few months. The industry has attracted Foreign Direct Investment (FDI) worth US\$ 24.62 billion between April 2000 and September 2020, according to the data released by Department for Promotion of Industry and Internal Trade (DPIIT).

Some of the recent/planned investments and developments in the automobile sector in India are as follows:

- In February 2021, the Delhi government started the process to set up 100 vehicle battery charging points across the state to push adoption of electric vehicles.
- In January 2021, Fiat Chrysler Automobiles (FCA) announced an investment of US\$ 250 million to expand its local product line-up in India.
- A cumulative investment of ~Rs. 12.5 trillion (US\$180 billion) in vehicle production and charging infrastructure would be required until 2030 to meet India's electric vehicle (EV) ambitions.
- In January 2021, Lamborghini announced it is aiming to achieve sales in India higher than the 2019-levels, after recovering from pandemic-induced disruptions.
- In January 2021, Tesla, the electric car maker, set up a R&D centre in Bengaluru and registered its subsidiary as Tesla India Motors and Energy Private Limited.
- In November 2020, Mercedes Benz partnered with the State Bank of India to provide attractive interest rates, while expanding customer base by reaching out to potential HNI customers of the bank.

- Hyundai Motor India invested ~Rs. 3,500 crore (US\$ 500 million) in FY20, with an eye to gain the market share. This investment is a part of Rs. 7,000 crore (US\$ 993 million) commitment made by the company to the Tamil Nadu government in 2019.
- In October 2020, Kinetic Green, an electric vehicles manufacturer, announced plan to set up a manufacturing facility for electric golf carts besides a battery swapping unit in Andhra Pradesh. The two projects involving setting up a manufacturing facility for electric golf carts and a battery swapping unit will entail an investment of Rs. 1,750 crore (US\$ 236.27 million).
- In October 2020, Japan Bank for International Cooperation (JBIC) agreed to provide US\$ 1 billion (Rs. 7,400 crore) to SBI (State Bank of India) for funding the manufacturing and sales business of suppliers and dealers of Japanese automobile manufacturers and providing auto loans for the purchase of Japanese automobiles in India.
- In October 2020, MG Motors announced its interest in investing Rs. 1,000 crore (US\$ 135.3 million) to launch new models and expand operations in spite of the anti-China sentiments.
- In October 2020, Ultraviolette Automotive, a manufacturer of electric motorcycle in India, raised a disclosed amount in a series B investment from GoFrugal Technologies, a software company.
- In September 2020, Toyota Kirloskar Motors announced investments of more than Rs 2,000 crore (US\$ 272.81 million) in India directed towards electric components and technology for domestic customers and exports.

- During early September 2020, Mahindra & Mahindra signed a MoU with Israel-based REE Automotive to collaborate and develop commercial electric vehicles.
- In April 2020, TVS Motor Company bought UK's iconic sporting motorcycle brand, Norton, for a sum of about Rs. 153 crore (US\$ 21.89 million), making its entry into the top end (above 850cc) segment of the superbike market.
- In March 2020, Lithium Urban Technologies partnered with renewable energy solutions provider, Fourth Partner Energy, to build charging infrastructure across the country.
- In January 2020, Tata AutoComp Systems, the auto-components arm of Tata Group entered a joint venture with Beijing-based Prestolite Electric to enter the electric vehicle (EV) components market.

1.3 LIMITATIONS OF THE STUDY

The limitations of the study are the following

- The data was collected through questionnaire. The responds from the respondents may not be accurate.
- The sample taken for the study was only 50 and the results drawn may not be accurate.
- Since the organization has strict control, it acts as another barrier for getting data.

Another difficulty was very limited time-span of the project. Lack of experience of Researcher

1.4 OBJECTIVES OF THE STUDY

Primary objective

- To study the important factors which are needed to motivate the employees.

Secondary Objective.

- To study the effect of monetary and non-monetary benefits provided by the organization on the employee's performance.
- To study the effect of job promotions on employees.
- To learn the employee's satisfaction on the interpersonal relationship exists in the organization.
- To provide the practical suggestion for the improvement of organization's performance.

A sample design is a finite plan for obtaining a sample from a given population. Simple random sampling is used for this study.

1.5 SCOPE OF STUDY

The study is intended to evaluate motivation of employees in the organization. A good motivational program procedure is essential to achieve goal of the organization. If efficient motivational programmes of employees are made not only in this particular organization but also any other organization; the organizations can achieve the efficiency also to develop a good organizational culture.

Motivation has variety of effects. These effects may be seen in the context of an individual's physical and mental health, productivity, absenteeism and turnover. Employee delight has to be managed in more than one way. This helps in retaining and nurturing the true believers ***“who can deliver value to the organization. Proliferating and nurturing the number of “true believers”*** is the challenge for future and present HR managers.

This means innovation and creativity. It also means a change in the gear for HR policies and practices. The faster the organizations nurture their employees, the more successful they will be. The challenge before HR managers today is to delight their employees and nurture their creativity to keep them a bloom.

This study helps the researcher to realize the importance of effective employee motivation. This research study examines types and levels of employee motivational programmes and also discusses management ideas that can be utilized to innovate employee motivation. It helps to provide insights to support future research regarding strategic guidance for organizations that are both providing and using reward/recognition programs.

1.6 NEED OF THE STUDY

The research problem here in this study is associated with the motivation of employees of Jayam Engineering, Chennai. There are a variety of factors that can influence a person's level of motivation; some of these factors include

- The level of pay and benefits,
- The perceived fairness of promotion system within a company,
- Quality of the working conditions,

- Leadership and social relationships,
- Employee recognition
- Job security
- Career development opportunities etc.

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

CHAPTER: 2

REVIEW OF LITERATURE

2.1 LIST OF REVIEW

According to McCormick and Tiffin (1979), motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible motivations are often determined at the organizational level, and may be largely outside the control of individual managers. Intrinsic motivation on the other hand are those rewards that can be termed “psychological motivations” and examples are opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner.

According to Dessler (1980) motivation is both one of the simplest and most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way which will lead to rewards. Daschler and Ninemeier (1984) said “Motivation is a state or force within an individual that makes the employee act in a way designed to achieve some goal. Taking this broad definition and putting it into the context of supervision, motivation is what the supervisor does to encourage and influence other people to take necessary action”.

According to Drummond (1990) motivation is in the individual and helps to explain behavior. Motivation is an intricate inside process with three components: what drives the individual to behave in certain ways, what steers the behavior, and what maintains the behavior. To satisfy the employees' need is very difficult because each employee has different characteristics that affect behavior. The factors that organizations have to be concerned with are self-concept, attitudes, values, interests, feelings, personality, and life experiences. They have to encourage employees through a positive organizational climate that is motivating. This is due, in part, to the fact that what motivates employee changes constantly Bowen & Radhakrishna (1991). It is not possible to understand, explain or predict human behavior without some knowledge of motivation" Cai (1993). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers Bedeian (1994).

Bong (1996) generally, motivation models may be classed as belonging to one of two theoretical orientation groups – cognitive models and social-cognitive models. Cognitive models of motivation "place greater weight on understanding learners' covert thought processes, often overlooking the impact of social and contextual variables" i.e. they focus on the individual characteristics at the expense of the job and work environment characteristics. A social-cognitive approach focuses on formulating and testing specific hypotheses regarding the nature and direction of influence from social and contextual variables. These different theoretical orientations often lead academic motivation researchers to different conclusions as to which potentially relevant variables to include in or exclude from their conceptualizations.

Bong, in a paper highlighting the problems in academic motivation research, stated that the fact that no single model has been able to capture the full dynamics of motivated behaviours was due to “different theoretical orientations of investigators working in the field, who tend to emphasize a particular dimension of motivational phenomena over the others”. He suggests that there are two solutions to the formulation of a broader model of motivation. One possible solution for integrating numerous motivational constructs and findings is to create a general model.

In a complex and dynamic environment, leader of the organization used to create the environment in which employee feel trusted and are empowered to take decisions in the organization which leads to enhance motivation level of employee and ultimately organizational performance are enhanced. Smith and Rupp (2003) stated that performance is a role of individual motivation; organizational strategy, and structure and resistance to change, is an empirical role relating motivation in the organization. Likewise, Luthans and Stajkovic (1999) concluded that advancement of human resources through rewards, monetary incentives, and organizational behavior modification has generated a large volume of debate in the human resource and sales performance field.

According to Orpen (1997) better the relationship between mentors and mentees in the formal mentoring program, the more mentees are motivated to work hard and committed to their organization. Likewise, Malinaand Selto (2001) conducted a case study in one corporate setting by using balance score card (BSC) method and found out that organizational outcomes would be greater if employees are provided with positive motivation. The establishment of operations-based targets

will help the provision of strategic feedback by allowing the evaluation of actual performance against the operations-based targets. Goal-directed behavior and strategic feedback are expected to enhance organizational performance (Chenhall 2005).

Kunz and Pfaff (2002) stated no substantive reason to fear an undermining effect of extrinsic rewards on intrinsic motivation. Decoene and Bruggeman (2006) in their study developed and illustrated a model of the relationship between strategic alignment, motivation and organizational performance in a BSC context and that effective strategic alignment empowers and motivates working executives. Leaders motivate people to follow a participative design of work in which they are responsible and get it together, which make them responsible for their performance.

Aguinis et al. (2013) stated that monetary rewards can be a very powerful determinant of employee motivation and achievement which, in turn, can advance to important returns in terms of firm-level performance. Garg and Rastogi (2006) identified the key issues of job design research and practice to motivate employees' performance and concluded that dynamic managerial learning framework is required to enhance employees' performance to meet global challenges. Vuori and Okkonen (2012) stated that motivation helps to share knowledge through an intra-organizational social media platform which can help the organization to reach its goals and objectives.

Den and Verburg (2004) found the impact of high performing work systems, also called human resource practices, on perceptual measures of firm performance.

Ashmos and Duchon (2000) recognizes that employees have both a mind and a spirit and seek to find meaning and purpose in their work, and an aspiration to be part of community, hence making their jobs worthwhile and motivating them to do at high level with a view to personal and social development.

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

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

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

the organization .There will be better utilization of resources and workers abilities and capacities

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

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

3.2 sample design

A sample design is a finite plan for obtaining a sample from a given population. Simple random sampling is used for this study.

3.3 Sample Size.

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

Sampling Procedure.

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

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3.4 Sources data.

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

- **Primary Sources.**

Primary data are in the form of "raw material" to which statistical methods are applied for the purpose of analysis and interpretations.

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

- **Secondary Sources.**

Secondary data's are in the form of finished products as they have already been treated statistically in some form or other. The secondary data mainly consists of data and information collected from records, company websites and also discussion with the management of the organization. Secondary data was also collected from journals, magazines and books.

3.5 Structure of the Questionnaire.

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

Nature of Questions Asked.

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

Presentation of Data.

The data are presented through charts and tables

3.6 RESEARCH HYPOTHESIS

A hypothesis is a preliminary or tentative explanation or postulate by the researcher of what the researcher considers the outcome of an investigation will be. It is an informed/educated guess. It indicates the expectations of the researcher regarding certain variables. It is the most specific way in which an answer to a problem can be stated.

Research hypotheses are the specific testable predictions made about the independent and dependent variables in the study. Hypotheses are couched in terms of the particular independent and dependent variables that are going to be used in the study. The research hypothesis of this study is as follows.

Ho: There is no significant relationship between incentives and employee's performance.

Ho: There is no significant relationship between career development opportunities and the extent of employee motivation

Ho: There is no significant relationship between performance appraisal system and the extent of motivation.

Ho: There is no significant relationship between interpersonal relationship in the organization and extent of motivation.

CHAPTER IV

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Highly satisfied	18	36
2	Satisfied	29	58
3	Neutral	3	6
4	Dissatisfied	0	0
5	Highly satisfied	0	0
	Total	50	100

INTERPRETATION

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

Chart 4.1.1 Response about the support from the HR department

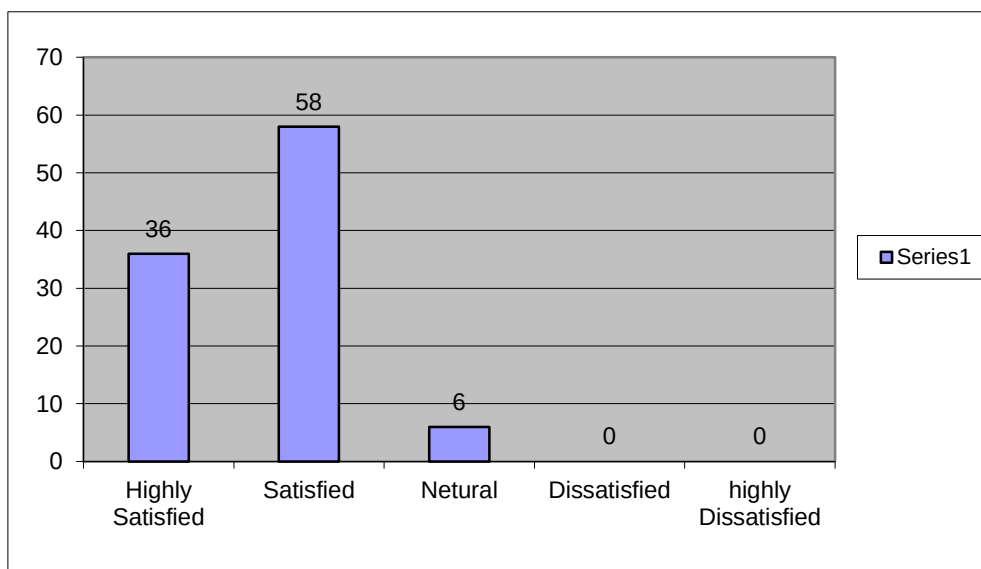


Table 4.1.2 Management is interested in motivating the employees

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Strongly Agree	27	54
2	Agree	20	40
3	Neutral	3	6

4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	50	100

Interpretation

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

Chart 4.1.2

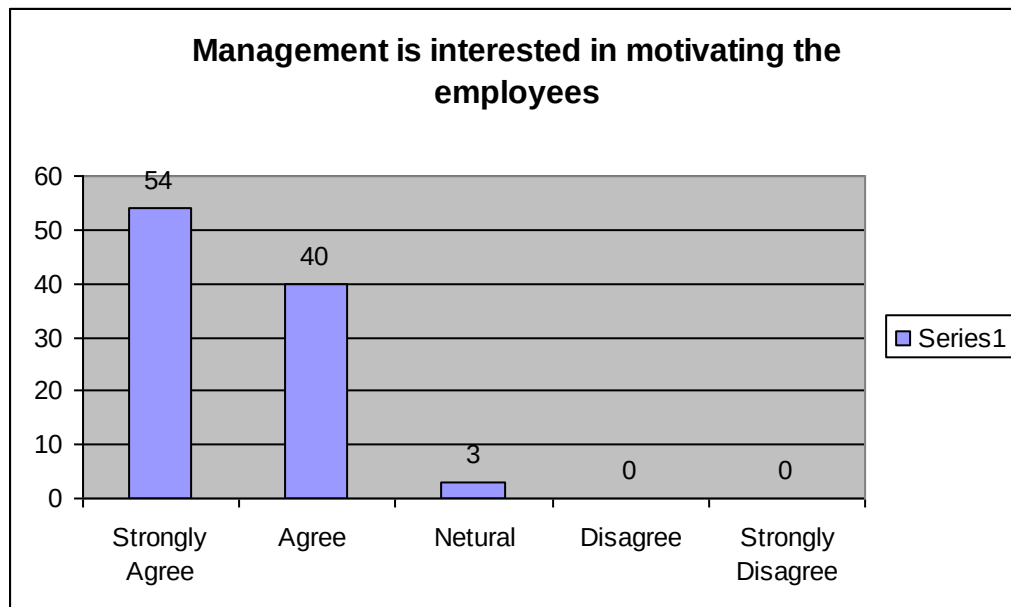


Table 4.1.3 The type of incentives motivates you more

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Financial Incentives	15	30
2	Non financial Incentives	9	18
3	Both	26	52
	Total	50	100

Interpretation

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

Chart 4.1.3

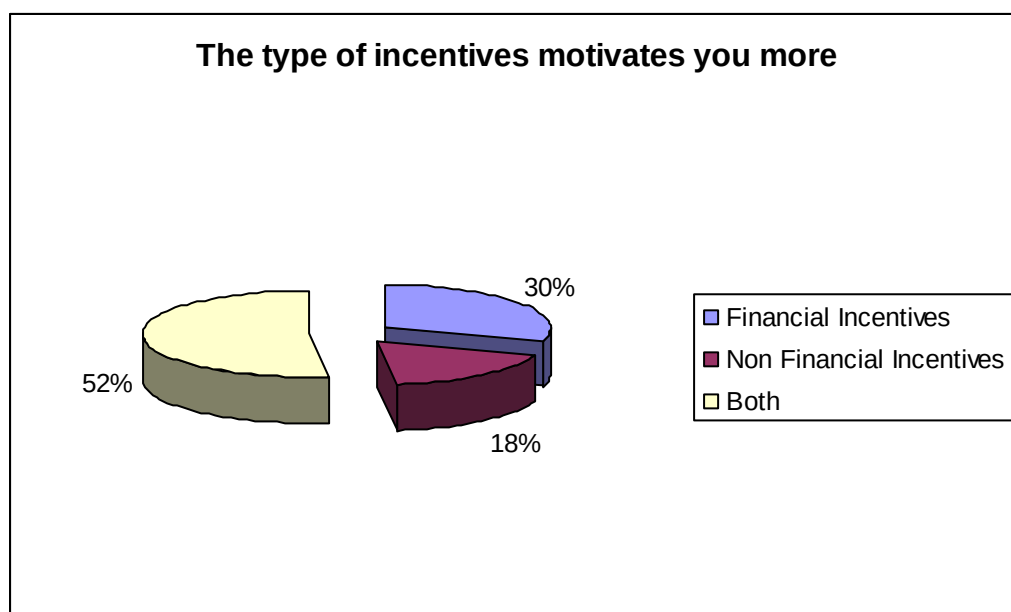


Table4.1.4 Satisfaction with the present incentives scheme

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Highly satisfied	18	36
2	Satisfied	29	58
3	Neutral	3	6
4	Dissatisfied	0	0
5	Highly satisfied	0	0
	Total	50	100

Interpretation

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

Chart 4.1.4

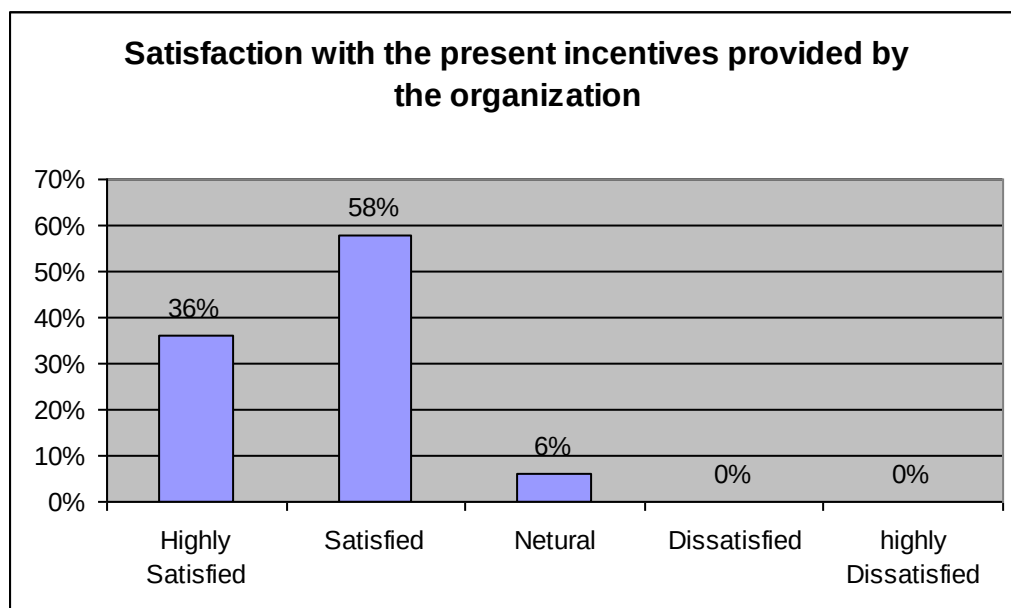


Table 4.1.5 The company is eagerness in recognizing and acknowledging employee's work

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Strongly Agree	18	54
2	Agree	29	58
3	Neutral	3	6
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	50	100

Interpretation

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

Chart 4.1.5

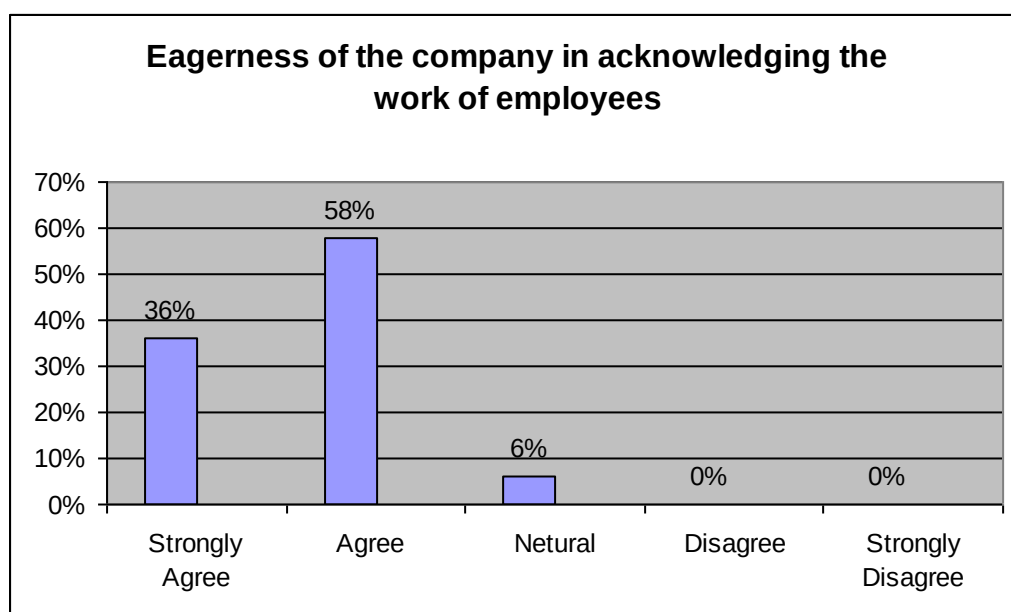


Table 4.1.6 Periodical increase in salary

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Strongly Agree	12	24
2	Agree	23	46
3	Neutral	3	6
4	Disagree	9	18
5	Strongly Disagree	3	6
	Total	50	100

Interpretation

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

Chart 4.1.6

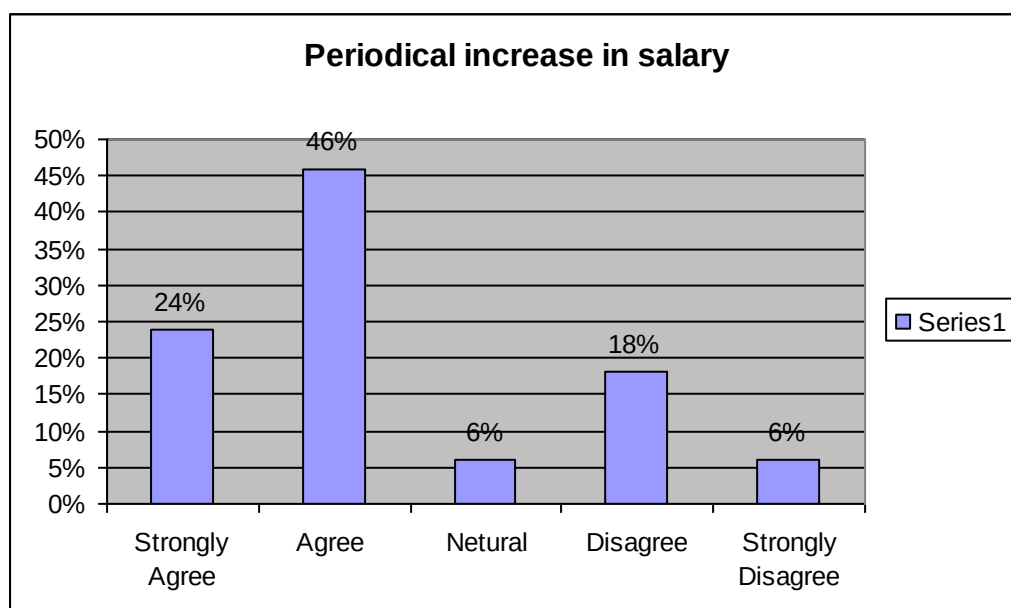


Table 4.1.7 Job Security existing in the company.

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Strongly Agree	15	30
2	Agree	18	36
3	Neutral	11	22
4	Disagree	3	6
5	Strongly Disagree	3	6
	Total	50	100

Interpretation

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

Chart 4.1.7

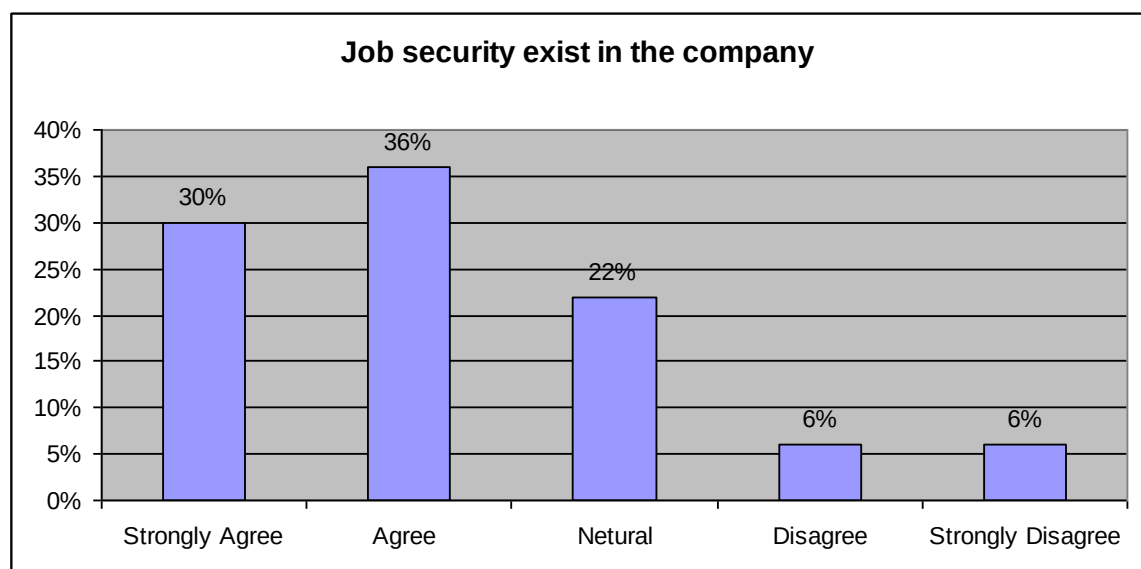


Table 4 .1.8 Good relations with the co-workers.

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Strongly Agree	15	30
2	Agree	27	54
3	Neutral	8	16
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	50	100

Interpretation

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

Chart 4.1.8

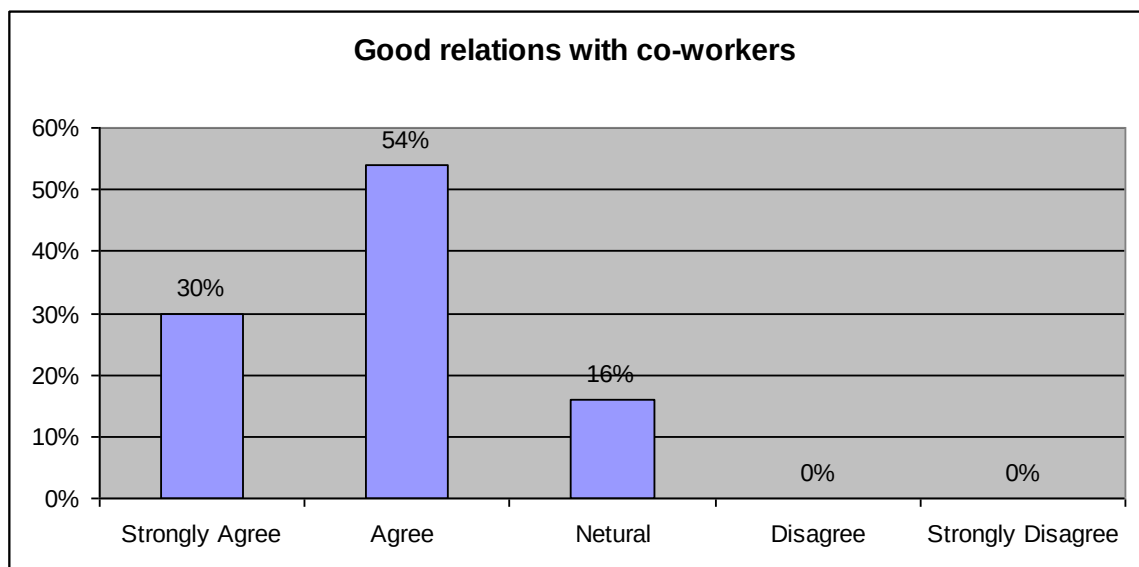


Table 4.1.9 Effective performance appraisal system.

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Strongly Agree	10	20
2	Agree	23	46
3	Neutral	8	16
4	Disagree	6	12
5	Strongly Disagree	3	6
	Total	50	100

Interpretation

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

Chart 4.1.9

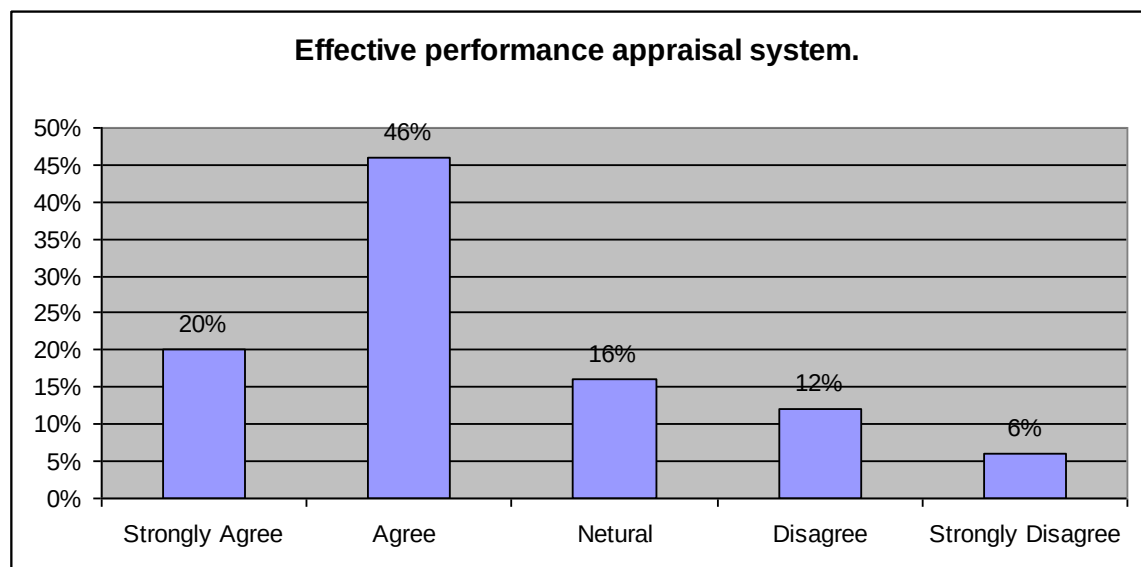


Table 4.1.10 Effective promotional opportunities in present job,

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Strongly Agree	9	18
2	Agree	26	52
3	Neutral	9	18
4	Disagree	3	6
5	Strongly Disagree	3	6
	Total	50	100

Interpretation

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

Chart 4.1.10

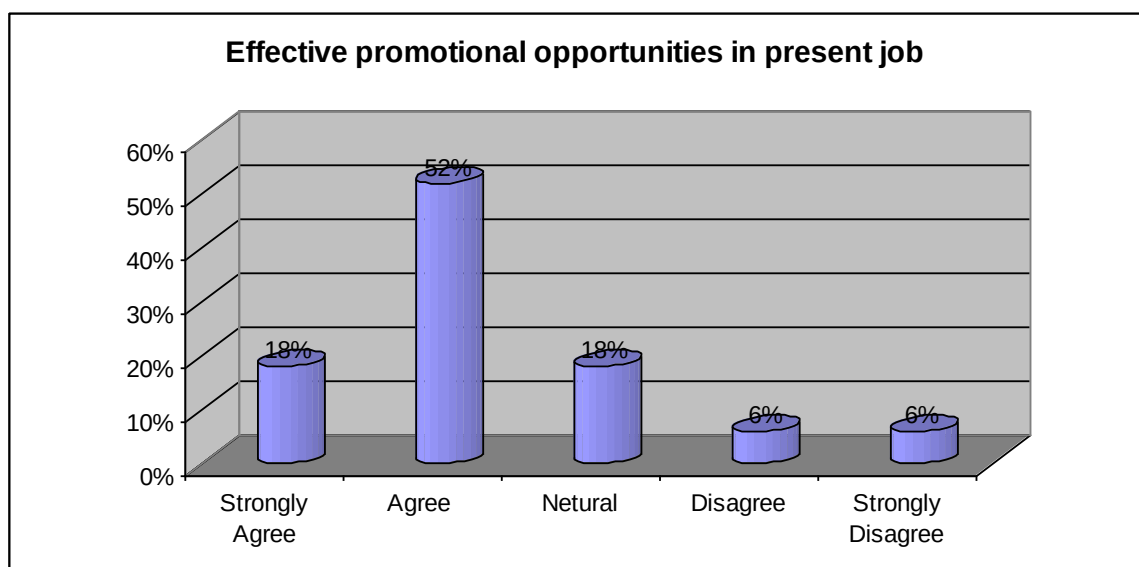


Table 4.1.11 Good safety measures existing in the organization.

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Strongly Agree	15	30
2	Agree	23	46
3	Neutral	3	6
4	Disagree	6	12
5	Strongly Disagree	3	6
	Total	50	100

Interpretation

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

Chart 4.1.11

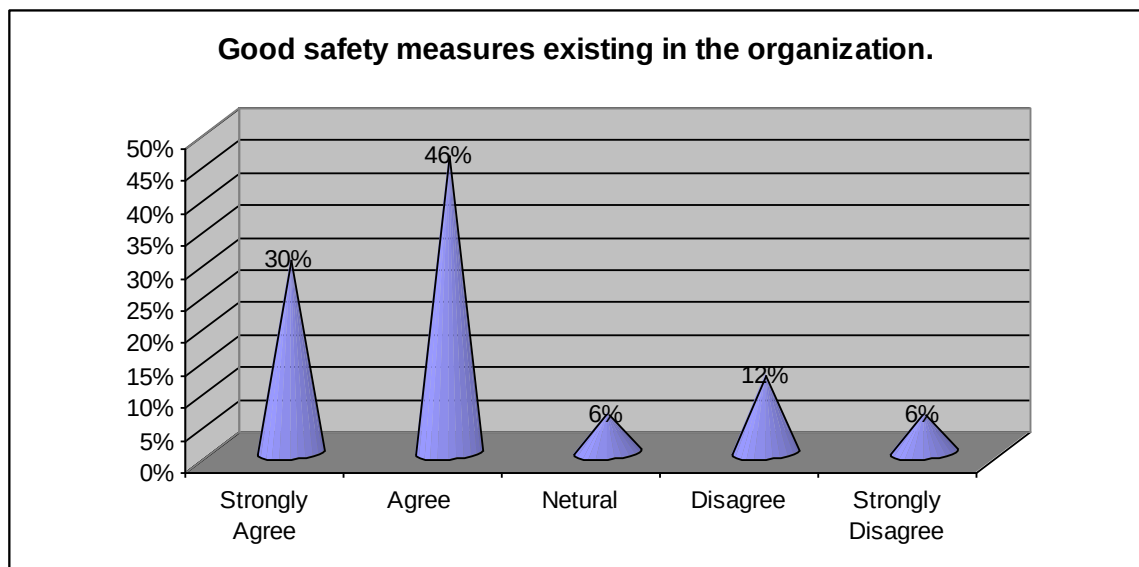


Table 4.1.12 Performance appraisal activities are helpful to get motivated.

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Strongly Agree	9	18
2	Agree	23	46
3	Neutral	6	12
4	Disagree	3	3
5	Strongly Disagree	9	18
	Total	50	100

Interpretation

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

Chart 4.1.12

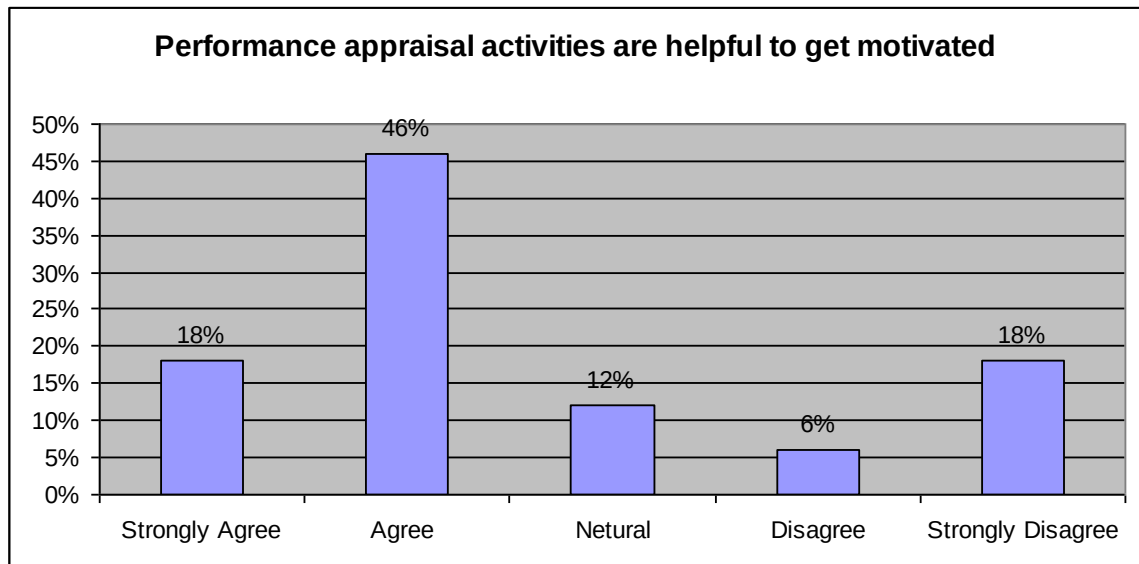


Table 4.1.13 Support from the co-worker is helpful to get motivated

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Strongly Agree	12	20
2	Agree	29	46
3	Neutral	0	0
4	Disagree	6	12
5	Strongly Disagree	3	6
	Total	50	100

Interpretation

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

Chart 4.1.13

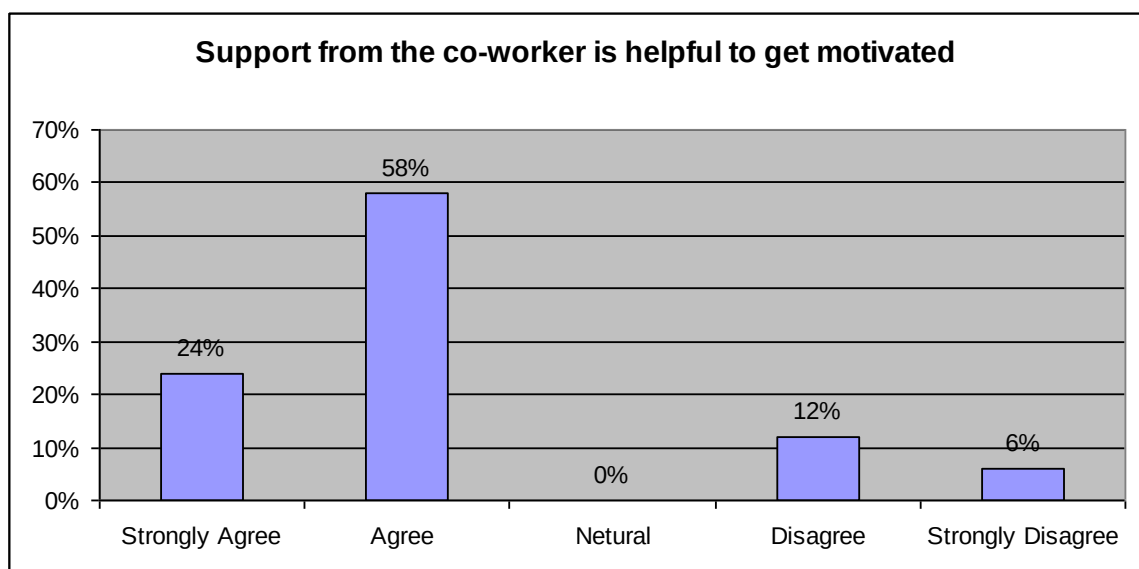


Table 4.1.14 Career development opportunities are helpful to get motivated

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Strongly Agree	10	20
2	Agree	26	52
3	Neutral	2	4
4	Disagree	4	8
5	Strongly Disagree	8	16
	Total	50	100

Interpretation

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

Chart 4.1.14 Career development opportunities are helpful to get motivated

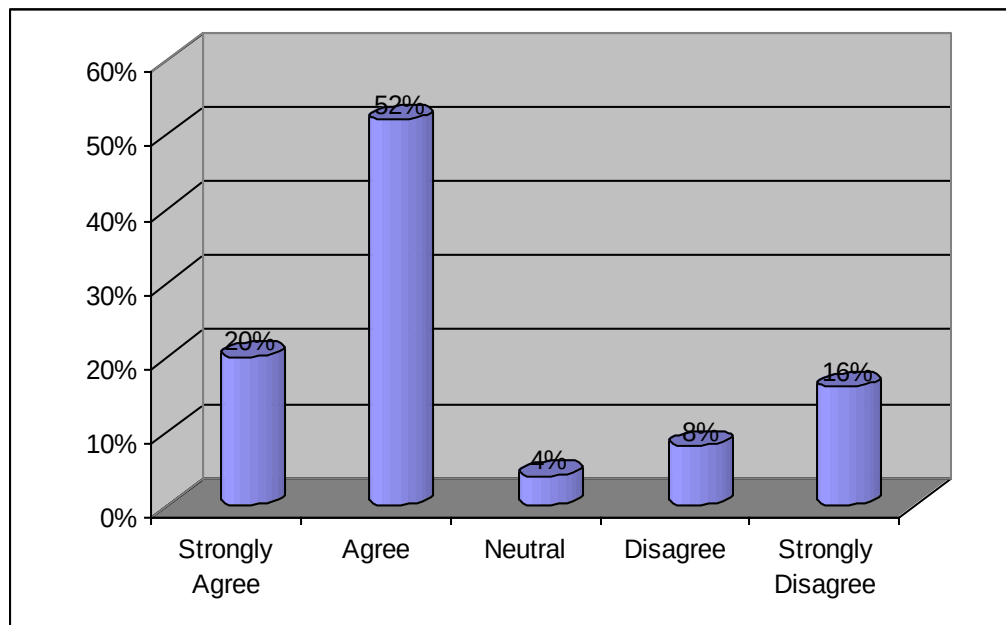


Table 4.1.15 Factors which motivates you the most.

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Salary increase	21	42
2	Promotion	15	30
3	Leave	3	6
4	Motivational talk	5	10
5	Recognition	6	12

	Total	50	100
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Interpretation

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

Chart 4.1.15 Factors which motivates you the most.

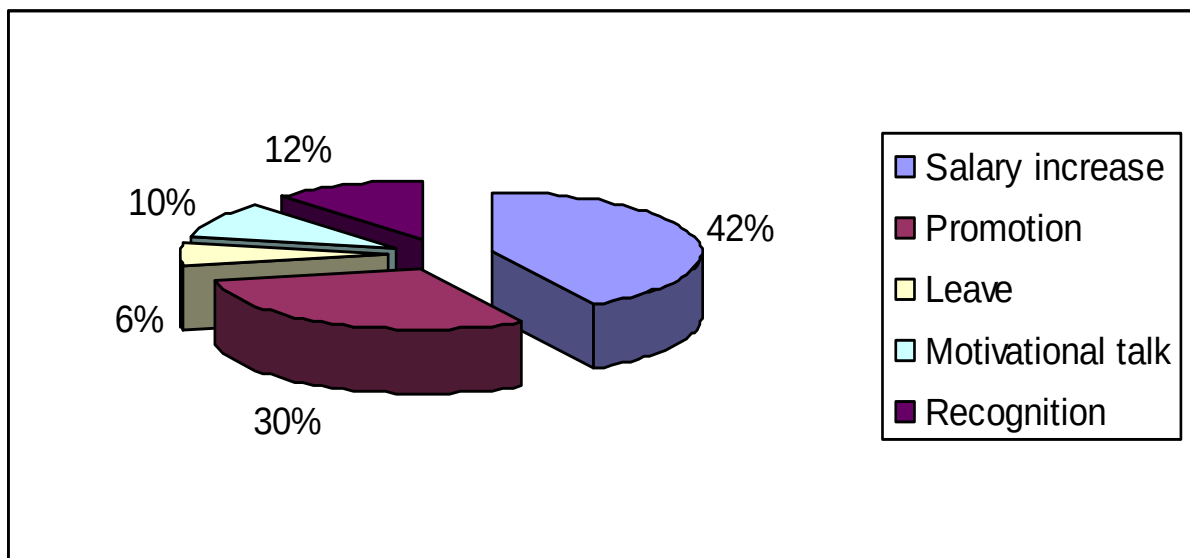


Table 4.1.16 Incentives and other benefits will influence your performance

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Influence	32	64
2	Does not influence	12	24
3	No opinion	6	12
	Total	50	100

Interpretation

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

Chart 4.1.16 Incentives and other benefits will influence your performance

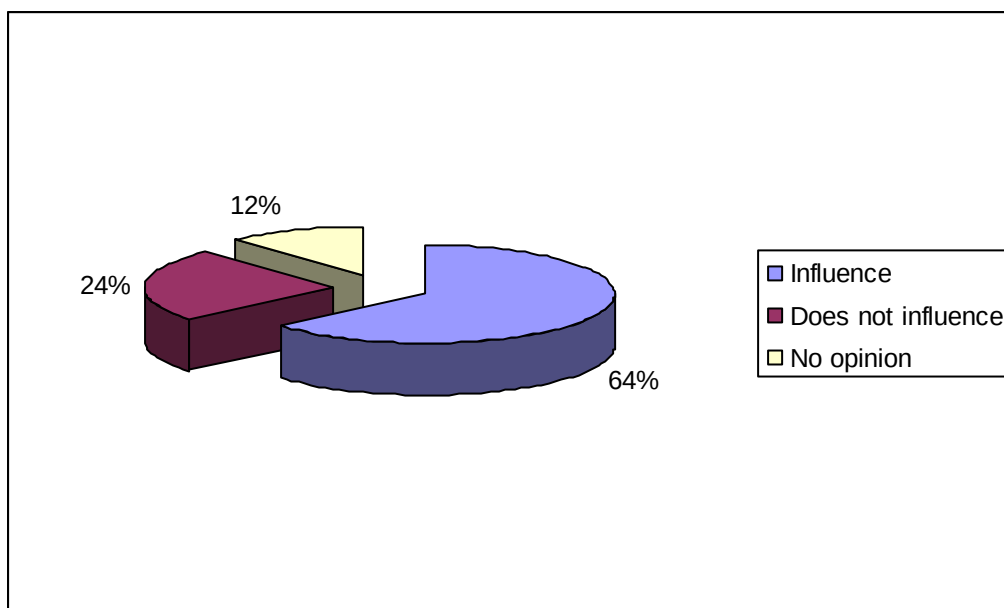


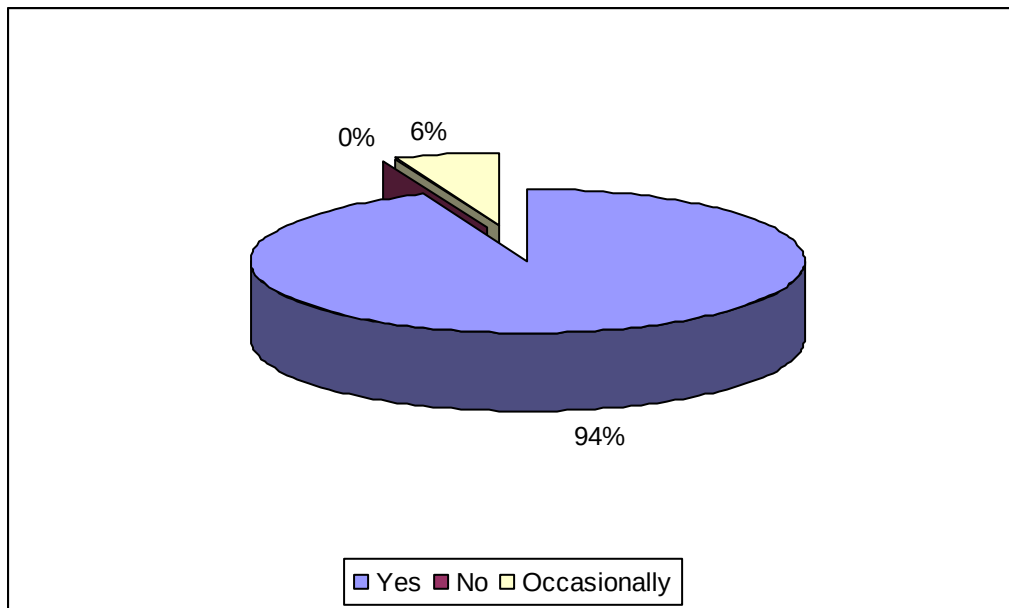
Table 4.1.17 Management involves you in decision making which are connected to your department.

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Yes	47	94
2	No	0	0
3	Occasionally	3	6
	Total	50	100

Interpretation

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

Chart 4.1.17 Management involves you in decision making which are connected to your department.



4.2 CORRELATIONS

I. INFERENCE STATISTICS

Ho: There is no significant relationship between incentives and employee's performance.

H1: There is a significant relationship between incentives and employee's performance.

	Mean	Std. Deviation	N
Incentives	1.72	.573	50
Employee performance	1.50	.707	50

Correlations

		Incentives	Employee performance
Incentives	Pearson Correlation	1	.655(**)
	Sig. (2-tailed)	.	.000
	Sum of Squares and Cross-products	16.080	13.000
	Covariance	.328	.265
	N	50	50
Employee performance	Pearson Correlation	.655(**)	1
	Sig. (2-tailed)	.000	.
	Sum of Squares and Cross-products	13.000	24.500
	Covariance	.265	.500
	N	50	50

** Correlation is significant at the 0.01 level (2-tailed).

Inference:

Since the Correlation is significant at the 0.01 level (2-tailed) the null hypothesis that is **“There is no significant relationship between incentives and employee’s performance”** is rejected and an alternative hypothesis is framed.

II. H1: There is significant relationship between incentives and employee’s performance.

Ho: There is no significant relationship between career development opportunities and the extent of employee motivation

	Mean	Std. Deviation	N
career development opportunities	3.70	1.035	50
extent of motivation	3.36	1.317	45

Correlations

		career development opportunities	extent of motivation
career development opportunities	Pearson Correlation	1	.909(**)
	Sig. (2-tailed)	.	.000
	Sum of Squares and Cross-products	52.500	52.111
	Covariance	1.071	1.184
	N	50	45
extent of motivation	Pearson Correlation	.909(**)	1
	Sig. (2-tailed)	.000	.
	Sum of Squares and Cross-products	52.111	76.311
	Covariance	1.184	1.734
	N	45	45

** Correlation is significant at the 0.01 level (2-tailed).

Inference:

Since the Correlation is significant at the 0.01 level (2-tailed) the null hypothesis that is **“There is no significant relationship between career**

development opportunities and the extent of employee motivation” is rejected and an alternative hypothesis is framed.

III. H1: There is significant relationship between career development opportunities and the extent of employee motivation

Ho: There is no significant relationship between performance appraisal system and the extent of motivation.

	Mean	Std. Deviation	N
Performance appraisal system	2.40	1.143	50

Extent of Motivation	2.60	1.355	50
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Correlations

		performance appraisal system	Extent of Motivation
Performance appraisal system	Pearson Correlation	1	.962(**)
	Sig. (2-tailed)	.	.000
	Sum of Squares and Cross-products	64.000	73.000
	Covariance	1.306	1.490
	N	50	50
Extent of Motivation	Pearson Correlation	.962(**)	1
	Sig. (2-tailed)	.000	.
	Sum of Squares and Cross-products	73.000	90.000
	Covariance	1.490	1.837
	N	50	50

** Correlation is significant at the 0.01 level (2-tailed).

Inference:

Since the Correlation is significant at the 0.01 level (2-tailed) the null hypothesis that is **“There is no significant relationship between performance appraisal system and the extent of motivation”** is rejected and an alternative hypothesis is framed.

IV. H1: There is significant relationship between performance appraisal system and the extent of motivation.

Ho: There is no significant relationship between interpersonal relationship in the organization and extent of motivation.

	Mean	Std. Deviation	N
Employee	1.86	.670	50

relations			
Extent of motivation	2.18	1.119	50

Correlations

		Employee relations	Extent of motivation
Employee relations	Pearson Correlation	1	.877(**)
	Sig. (2-tailed)	.	.000
	Sum of Squares and Cross-products	22.020	32.260
	Covariance	.449	.658
	N	50	50
Extent of motivation	Pearson Correlation	.877(**)	1
	Sig. (2-tailed)	.000	.
	Sum of Squares and Cross-products	32.260	61.380
	Covariance	.658	1.253
	N	50	50

** Correlation is significant at the 0.01 level (2-tailed).

Inference:

Since the Correlation is significant at the 0.01 level (2-tailed) the null hypothesis that is “There is no significant relationship between interpersonal relationship in the organization and extent of motivation.” is rejected and an alternative hypothesis is framed

CHAPTER IV

FINDINGS, SUGGESTION AND CONCLUSION

5.1. FINDINGS

- A Majority 58% of the respondents are satisfied with the support they are getting from the HR department
- A Majority 54% of the respondents are strongly agreeing that the management is interested in motivating employees.
- A Majority 53 of the respondents are expressing that both financial incentives will equally motivate them.
- A Majority 58% of the respondents are satisfied with the present incentive scheme of the organization
- A Majority 58% of the employees agreed that the company is eager in recognizing and acknowledging their work, 36% strongly agreed and only 6% showed neutral response
- A Majority 46% of employees agree that there is a periodical increase in the salary.
- A majority 35% of employees agree with good job security exist in the company.
- A Majority 54% of the respondents agree that they have good relation with co-worker.
- A Majority 46% of the respondents agree to effective performance appraisal system existing in the company.

- A Majority 52% of the respondents agree with effective promotional opportunities in their present job.
- A majority 46% of the respondents agree that there is a good safety measure existing in the company.
- A Majority 46% of the respondents agree that the performance appraisal activities are helpful to get motivated.
- A Majority 58% of the respondents agree that the support from the co-worker is helpful to get motivated.
- A Majority 52% of the respondents agree that the career development opportunities are helpful to get motivated.
- A Majority 43% of the respondent is responding that increase in salary will motivate them the most.
- A majority 64% of the respondents responded that incentives and other benefit will influence their performance.

A Majority 94% of the respondents agree that they the management involve them in decision making which are connected to your department

5.2. SUGGESTIONS & RECOMMENDATIONS

The suggestions for the findings from the study are follows

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

5.3 CONCLUSION

The study concludes that, the motivational program procedure in Jeyam Engineering. Is found effective but not highly effective. The study on employee motivation highlighted so many factors which will help to motivate the employees. The study was conducted among 50 employees and collected information through structured questionnaire. The study helped to findings which were related with employee motivational programs which are provided in the organization.

The performance appraisal activities really play a major role in motivating the employees of the organization. It is a major factor that makes an employee feels good in his work and results in his satisfaction too. The organization can still concentrate on specific areas which are evolved from this study in order to make the motivational programs more effective. Only if the employees are properly motivated- they work well and only if they work well the organization is going to benefit out it. Steps should be taken to improve the motivational programs procedure in the future. The suggestions of this report may help in this direction.

REFERENCES:

- Project Management in Construction, Sixth Edition by Sidney Levy (Aug 9, 2011)
- Project Management in Construction (McGraw-Hill Professional Engineering) by Sidney Levy (Aug 10, 2006)
- Construction Project Management (3rd Edition) by Frederick Gould and Nancy Joyce (Apr 18, 2008)
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ANNEXURE QUESTIONNAIRE

A STUDY ON EMPLOYEE MOTIVATION AT JEYAM ENGINEERING

PERSONAL PROFILE

1. Name :
2. Designation :
3. Age :
4. Experience :

5. Are you satisfied about the support from the HR department
 - a. Highly satisfied
 - b. Satisfied
 - c. Neutral
 - d. Dissatisfied
 - e. Highly satisfied

6. Is Management is interested in motivating the employees
 - a. strongly Agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strong Disagree

7. What type of incentives motivates the employees.
 - a. Financial Incentives

b. Non financial Incentives

c.Both

8. Have you satisfied with the present incentives scheme

a. Highly satisfied

b.Satisfied

c. Neutral

d. Dissatisfied

e. Highly satisfied

9. Do the company is eager in recognizing and acknowledging employee's work

a. strongly Agree

b. Agree

c. Neutral

d. Disagree

e. Strong Disagree

10. Does the company Periodical increase the salary

a. strongly Agree

b. Agree

c. Neutral

d. Disagree

e. Strong Disagree

11. Do you have Job Security existing in the company

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

12. Do the employees have Good relations with the co-workers

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

13. Do the company have Effective performance appraisal system.

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

14. Do you have Effective promotional opportunities in present job,

- a. strongly Agree
- b. Agree
- c. Neutral
- d. Disagree

e. Strong Disagree

15. Do you have Good safety measures existing in the organization.

a. strongly Agree

b. Agree

c. Neutral

d. Disagree

e. Strong Disagree

16. Performance appraisal activities are helpful to get motivated.

a. strongly Agree

b. Agree

c. Neutral

d. Disagree

e. Strong Disagree

17. Do you have Support from the co-worker is helpful to get motivated

a. strongly Agree

b. Agree

c. Neutral

d. Disagree

e. Strong Disagree

18. Do the company have Career development opportunities are helpful to get motivate

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

19. Factors which motivates you the most.

- a. Salary increase
- b. Promotion
- c. Leave
- d. Motivational talk
- e. Recognition

20. Incentives and other benefits will influence your performance

- a. Influence
- b. Does not influence
- c. No opinion

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

- a. Yes
- b. No
- c. Occasionally

To study the influence of organizational culture on employee motivation

ABSTRACT

This comprehensive study delves into the multifaceted realm of employee motivation within contemporary organisational setting. Contemporary approaches, the research seeks to uncover the key determinants influencing employee engagement, performance and satisfaction. Through a mixed-methods approach encompassing surveys interviews, and observation data, a diverse sample of employees across various industries participated in this study.

INTRODUCTION

By now it has been established that the motivational factors are the perceived needs of the employees, which when satisfied, contribute to the employees' performance and productivity. But motivation, per se, can be better defined as a process of governing choices. This process may be 'internal or external to the individual that arouse enthusiasm and persistence to pursue a certain course of action'. The motivation process starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive. All the definitions, therefore, authenticate that motivation is a behavioural syndrome, which develops when there is a perceived incongruence in the employees' needs and expectations.

Motivation is a psychological feature that arouses an organism to act towards a desired goal and elicits, controls, and sustains certain goal directed behaviors. It can be considered a driving force; a psychological one that compels or reinforces an action toward a desired goal.

OBJECTIVES OF THE STUDY

- To study the effect of monetary and non-monetary benefits provided by the organization on the employee's performance.
- To study the effect of job promotions on employees.
- To learn the employee's satisfaction on the interpersonal relationship exists in the organization.
- To provide the practical suggestion for the improvement of organization's performance.

SCOPE OF STUDY

The study is intended to evaluate motivation of employees in the organization. A good motivational program procedure is essential to achieve goal of the organization. If efficient motivational programmes of employees are made not only in this particular organization but also any other organization; the organizations can achieve the efficiency also to develop a good organizational culture.

NEED OF THE STUDY

The research problem here in this study is associated with the motivation of employees of jayam Engineering , Chennai. There are a variety of factors that can influence a person's level of motivation; some of these factors include

- The level of pay and benefits,
 - The perceived fairness of promotion system within a company,
 - Quality of the working conditions,
- Leadership and social relationships

LIST OF REVIEW

According to McCormick and Tiffin (1979), motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible motivations are often determined at the organizational level, and may be largely outside the control of individual managers. Intrinsic motivation on the other hand are those rewards that can be termed “psychological motivations” and examples are opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner.

According to Dessler (1980) motivation is both one of the simplest and most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way which will lead to rewards. Daschler and Ninemeier (1984) said “Motivation is a state or force within an individual that makes the employee act in a way designed to achieve some goal. Taking this broad definition and putting it into the context of supervision, motivation is what the supervisor does to encourage and influence other people to take necessary action”.

According to Drummond (1990) motivation is in the individual and helps to explain behavior. Motivation is an intricate inside process with three components: what drives the individual to behave in certain ways, what steers the behavior, and what maintains the behavior. To satisfy the employees’ need is very difficult because

each employee has different characteristics that affect behavior. The factors that organizations have to be concerned with are self-concept, attitudes, values, interests, feelings, personality, and life experiences. They have to encourage employees through a positive organizational climate that is motivating. This is due, in part, to the fact that what motivates employee changes constantly Bowen & Radhakrishna (1991). It is not possible to understand, explain or predict human behavior without some knowledge of motivation” Cai (1993). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers Bedeian (1994).

RESEARCH DESIGN

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

- Primary data- questionnaire give to 50 respondents
- Secondary data-To provide the practical suggestion for the improvement of organization’s performance.

HYPOTHESIS:

Ho: There is no significant relationship between incentives and employee’s performance.

H1: There is no significant relationship between career development opportunities and the extent of employee motivation

Ho: There is no significant relationship between performance appraisal system and the extent of motivation.

H2: There is no significant relationship between interpersonal relationship in the organization and extent of motivation

PERCENTAGE ANALYSIS

SL NO	PARTICULAR	Number of Respondents	Percentage
1	Highly satisfied	18	36
2	Satisfied	29	58
3	Neutral	3	6
4	Dissatisfied	0	0
5	Highly satisfied	0	0
	Total	50	100

INTERPRETATION

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

. FINDINGS

- A Majority 58% of the respondents are satisfied with the support they are getting from the HR department
- A Majority 54%of the respondents are strongly agreeing that the management is interested in motivating employees.

- A Majority 53 of the respondents are expressing that both financial incentives will equally motivate them.
- A Majority 58% of the respondents are satisfied with the present incentive scheme of the organization
- A Majority 58% of the employees agreed that the company is eager in recognizing and acknowledging their work, 36% strongly agreed and only 6% showed neutral response
- A Majority 46% of employees agree that there is a periodical increase in the salary.
- A majority 35% of employees agree with good job security exist in the company.
- A Majority 54% of the respondents agree that they have good relation with co-worker.
- A Majority 46% of the respondents agree to effective performance appraisal system existing in the company.
- A Majority 52%of the respondents agree with effective promotional opportunities in their present job.
- A majority 46% of the respondents agree that there is a good safety measure existing in the company.
- A Majority 46% of the respondents agree that the performance appraisal activities are helpful to get motivated.
- A Majority 58% of the respondents agree that the support from the co-worker is helpful to get motivated.
- A Majority 52% of the respondents agree that the career development opportunities are helpful to get motivated.

- A Majority 43% of the respondent is responding that increase in salary will motivate them the most.
- A majority 64% of the respondents responded that incentives and other benefit will influence their performance.

A Majority 94% of the respondents agree that they the management involve them in decision making which are connected to your department

SUGGESTIONS & RECOMMENDATIONS

- Most of the employees agree that the performance appraisal activities are helpful to get motivated, so the company should try to improve performance appraisal system, so that they can improve their performance.
- Non financial incentive plans should also be implemented; it can improve the productivity level of the employees.
- Organization should give importance to communication between employees and gain co-ordination through it.
- Skills of the employees should be appreciated.
- Better carrier development opportunities should be given to the employees for their improvement.

LIMITATIONS OF THE STUDY

The limitations of the study are the following

- The data was collected through questionnaire. The responds from the respondents may not be accurate.
- The sample taken for the study was only 50 and the results drawn may not be accurate.

- Since the organization has strict control, it acts as another barrier for getting data.

Another difficulty was very limited time-span of the project. Lack of experience of Researcher

5.4 CONCLUSION

The study concludes that, the motivational program procedure in Jeyam Engineering. Is found effective but not highly effective. The study on employee motivation highlighted so many factors which will help to motivate the employees. The study was conducted among 50 employees and collected information through structured questionnaire. The study helped to findings which were related with employee motivational programs which are provided in the organization.

The performance appraisal activities really play a major role in motivating the employees of the organization. It is a major factor that makes an employee feels good in his work and results in his satisfaction too. The organization can still concentrate on specific areas which are evolved from this study in order to make the motivational programs more effective. Only if the employees are properly motivated- they work well and only if they work well the organization is going to benefit out it. Steps should be taken to improve the motivational programs procedure in the future. The suggestions of this report may help in this direction.

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