

IMPACT OF MOTIVATION STRATEGIES ON EMPLOYEE PERFORMANCE

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

By

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Register no: 39410122



**DEPARTMENT OF BUSINESS ADMINISTRATION SCHOOL OF MANAGEMENT
STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

March - 2021



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of Mohammed Ismail J.N 39410122 who carried out the project entitled “**IMPACT OF MOTIVATION STRATEGIES ON EMPLOYEE PERFORMANCE**” under my supervision from January 2021 to March 2021.

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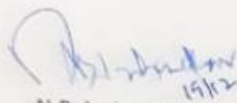
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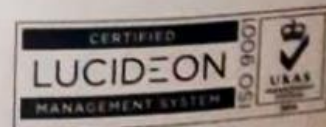
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TO WHOM SOEVER IT MAY CONCERN

This is to certify that Mr. Mohammed Ismail.J.N (Reg 39410122) student of MBA II-year HR & Finance in Sathyabama University, Chennai. Has successfully completed short time Internship programme at our HR department from (18-11-2020 to 18-12-2020) During the period of his internship programme we found him to be punctual, hardworking and inquisitive.


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Factory Manager.



DECLARATION

I **MOHAMMED ISMAIL J.N (39410122)** hereby declare that the Project Report entitled **IMPACT OF MOTIVATION STRATEGIES ON EMPLOYEE PERFORMANCE** in **Ranipet district** done by me under the guidance of **Dr. N.KUMAR, MA, MPhil, PhD, MBA** at **SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

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I would like to thank my parents for their continuous support and the faith they had in me

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ABSTRACT

Every organization has rewards and reward system to attract and retain their high performing employees. This study examined the influence of training and development, recognition and reward, working environment and leadership on employee satisfaction in Private Company (Murugappa Morgan Thermal Ceramics Ltd) in Ranipet districts Tamilnadu the study adopted descriptive research design by taking the primary data that is collected directly from main sources by survey method. Primary data are usually collected from the source—where the data originally originates from and are regarded as the best kind of data in research. The study targets 120 employees of (Murugappa Morgan Thermal Ceramics Ltd) this study investigate the relationship between motivation and the level of employee performance. This study is conducted on the employee's from the top level to the bottom level of the company. The study has one primary objective and three secondary objectives: (Primary objective) To study the important factors which are needed to motivate employee, (Secondary objectives) To study the effect of promotion in job, To measure the employee satisfaction on the interpersonal relationship exist in the organization, To study relationship between rewards and performance. For employees to work efficiently certain strategy need to be implemented this is where Strategic human resource management (SHRM) plays an important role this concept helps to determine what kind of skill set is needed to complete the task in hand, this helps to determine the availability of the skill set its just like keeping a stock of materials for future use and recruiting the employee with the required skill set if necessary. Employee not only get motivated solely by money but also from the non monetary benefits as well, the term movement of work means completion of given task that is given to the employee while motivation is when the employee goes an extra mile to complete the work and do extra work that was given to them this extra efforts of employee is very much appreciated by the organization and those who do this are setting an example for other employee to work hard and achieve what they have done by raising the bar higher and higher the employee create a competitive environment in the work place, all this is possible only through motivation

Key words: Employee motivation, performance, satisfaction, SHRM, bench mark.

TABLE OF CONTENTS

S.NO	CONTENTS	PAGE NO
	CERTIFICATE	i
	DECLARATION	ii
	ACKNOWLEDGEMENT	iii
	ABSTRACT	iv
	TABLE OF CONTENT	v-vi
	LIST OF TABLES	vii
	LIST OF FIGURES	viii
CHAPTER-1	1.1 Introduction	1-2
	1.2 Types of motivation	2-3
	1.3 Industry profile	3
	1.4 Company profile	4-5
CHAPTER-2	2.1 Review of Literature	6-28
CHAPTER-3	3.1 Research and methodology	29
	3.2 Primary data	29
	3.3 Secondary data	29
	3.4 Objectives	29
	3.5 Statement of the problem	30
	3.6 Sampling plan	30
	3.7 Statistical tool	31
	3.8 Data collection	31
	3.9 Data Analysis	32
	3.10 Period of study	32
	3.11 Limitation of the study	32
CHAPTER-4	4.1 Data analysis and interpretation	33-61
	4.2 CHI square test	62

	4.3 Correlation test	63
	4.4 ANOVA test	64
CHAPTER-5	5.1 Finding	65-68
	5.2 Suggestion	69
CHAPTER-6	6.1 Summary	70
	6.2 Conclusion	70
	6.3 Reference	71-76
	6.4 Questionnaire (APPENDIX-1)	77-81
	6.5 Article (APPENDIX-2)	82-93

LIST OF TABLES

TABLE NO.	LIST OF TABLES	PAGE NO
4.1.1	Gender of the respondents	34
4.1.2	Age of the respondents	35
4.1.3	Marital status	36
4.1.4	Educational qualification	37
4.1.5	Experience with firm	38
4.1.6	Salary per month	39
4.1.7	Compensation	40
4.1.8	Company infrastructure	41
4.1.9	Potential	42
4.1.10	Motivating the employees	43
4.1.11	Types of incentives	44
4.1.12	Satisfaction with incentives	45
4.1.13	Impact on performance	46
4.1.14	Reward system	47
4.1.15	Performance payoff	48
4.1.16	Motivational factor	49
4.1.17	Working condition	50
4.1.18	Financial incentives	51
4.1.19	Idea for Decision making	52
4.1.20	Training and development program	53
4.1.21	Frequency of training	54
4.1.22	Method of training	55
4.1.23	Persue higher study	56
4.1.24	Factor contributing to promotion	57
4.1.25	Promoted since joined	58
4.1.26	Performance satisfaction	59
4.1.27	Relationship with co-workers	60
4.1.28	Satisfaction with HR department	61

LIST OF CHARTS

TABLE NO	LIST OF CHARTS	PAGE NO
4.1.1	Gender of the respondents	34
4.1.2	Age of the respondents	35
4.1.3	Marital status	36
4.1.4	Educational qualification	37
4.1.5	Experience with firm	38
4.1.6	Salary per month	39
4.1.7	Compensation	40
4.1.8	Company infrastructure	41
4.1.9	Potential	42
4.1.10	Motivating the employees	43
4.1.11	Types of incentives	44
4.1.12	Satisfaction with incentives	45
4.1.13	Impact on performance	46
4.1.14	Reward system	47
4.1.15	Performance payoff	48
4.1.16	Motivational factor	49
4.1.17	Working condition	50
4.1.18	Financial incentives	51
4.1.19	Idea for Decision making	52
4.1.20	Training and development program	53
4.1.21	Frequency of training	54
4.1.22	Method of training	55
4.1.23	Persue higher study	56
4.1.24	Factor contributing to promotion	57
4.1.25	Promoted since joined	58
4.1.26	Performance satisfaction	59
4.1.27	Relationship with co-workers	60
4.1.28	Satisfaction with HR department	61

CHAPTER-1

1.1 INTRODUCTION

The major operating cost in modern organization is labour. It is a must that the organization must receive the expected performance from the employers by the employees of the organization. This helps the organization to run in an effective and productive manner. Motivating individuals or a group of individuals should be able to increase the performance of employees. Organizations use several performance management techniques to fulfil their primary objective, which relates to increase in efficiency and productivity. Organizations practice a several motivating policies and procedures, which involves employees to behave in a manner which is appropriate to the business strategy of the organization and can also meet its objective.

An organization has to strengthen the psychological contract with employees, psychological contract is not a written legal contract which consist a set of terms and conditions of employment, remuneration and certain basic rules but employee's fulfilling the assigned task by the employer and what they get in return from the employer. An employer has to strengthen his psychological contract with his employees and should maintain a good working environment.

Worker motivation is essential since there is a direct relationship between motivation and productivity. Only through motivation, can managers" help their employees generate the excellent performance that enables companies or organizations to boost profitability and survive –even thrive during tough times. Increased motivation creates the conditions for a more effective workforce, but because work motivation is an interactive process between 13 workers and their work environment, good management and supervision are still critical factors in reaching organizational goals (Hornby and Sidney, 1988).

According to Spector (1997), employee satisfaction is the satisfaction of employees towards their work. It is the degree to which employees like their jobs. Kidd (2006) defines employee satisfaction as the feeling that employees have on their job; the experience of the job with experience, current expectation, and the alternative that exists in the future. The commitment of top management to increase employee satisfaction by taking into account the factors that influence employee satisfaction

will be able to encourage employees to improve the performance of their duties, to contribute to the growth of the company (Shaw, Delery, Jenkins, & Gupta, 1998).

Steven et al, (2001) revealed that if major promotion systems typically practiced in businesses increases the satisfaction of the employees. Mohr et al, (2006) concluded that different the data on work features is to study whether “enriched” job design, nature like excellence circle, response, suggestion programs, and task teams, affects job satisfaction and inspected that that two opposing hypothesis are recognized on the association between enriched jobs and job satisfaction. Motivational hypothesis,” demonstrates that enrichment will increase satisfaction these results show that a number of types of enrichment, in particular offers, information sharing, task teams, excellence circles and training, increase satisfaction.

1.2 TYPES OF MOTIVATION

The following are some of the forms of motivation they are

- Intrinsic motivation
- Extrinsic motivation

INTRINSIC MOTIVATION

This type of motivation comes out from an individual pleasure or interest in the task and it does not involve working on activities for the sake of external rewards, it instead necessitates the feeling of inner pleasure in the activity itself. It can be seen as a force that involves doing activities without external incentive. According to Amabile (1993), individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work (Amabile 1993, 185-201).

EXTRINSIC MOTIVATION

It is the opposite of intrinsic motivation, it regards the carrying out of an action in order to achieve an external rewards. The source of extrinsic motivation is from an individual physical environment. More job benefits, bigger salary, incentives and job promotion are some rewards that leads to extrinsic motivation. (Deci 1972, 217-229) describes extrinsic motivation as money and verbal reward, mediated outside of a

person, on the other hand intrinsic motivation is mediated inside the person. A person can be intrinsically motivated to do a task if there is no clear reward for the task done except the task itself or the feelings which upshot from the task. Amabile (1993) argues that employees can either be intrinsically or extrinsically motivated or even both. (Amabile 1993, 185-201)

1.3 INDUSTRY PROFILE

Ceramics also known as fire clay is an inorganic, non-metallic solid article, which is produced by the art or technique of heat and subsequent cooling¹. Ceramics is a diverse industry and contains several categories of products, including sanitary ware, refractories², cement, advanced ceramics and ceramic tiles

The ceramic industry came into existence about a century ago and has matured over time to form an industrial base. Over the years, the industry has been modernizing through new innovations in product profile, quality and design to emerge as a modern, world – class industry, ready to take on global competition.

The Rs 26,500-crore ceramic tiles industry in India is set to witness nearly 9 per cent growth in demand this year, higher than the 3-5 per cent growth recorded last year. Initiatives such as Swachh Bharat Abhiyan (SBA), building of smart cities, development of industrial corridors and housing for all schemes will drive the growth in the near future.

The global ceramics market was valued at USD 229.13 billion in 2018 and is projected to grow at lucrative CAGR of 8.6% from 2019 to 2025. Increasing government spending on infrastructure and rising construction activities around the world are the key drivers for the market

The industry is marked by increased spending on infrastructure by Government, rapidurbanisation and consumer preference shift, which, in turn is promoting the demand for ceramic tiles in residential and commercial buildings across the country. It is not just the new projects that drive the demand for ceramic tiles in the country but also increasing application of tiles in replacement and renovation projects.

1.4 COMPANY PROFILE

It is the JV between Morgan Thermal Ceramics division of Morgan Crucible Plc. UK and Carborundum Universal (CUMI) of Murugappa Group, and is the leader in

designing and executing energy saving and productivity improvement solutions based on high temperature insulation products & linings. We have contributed to the country in saving immense quantities of fuel and energy besides helping industry in raising productivity rates in heating process applications. Our Plant at Ranipet, Tamil Nadu and Motiboyan, Gujarat manufacture Superwool Plus TM blankets, Cerablanket, Cerachem blanket, Pyrobloc modules, ceramic fiber modules, ceramic fibre board, continuous insulating paper, mastics, ceramic fibre textiles, etc

Morgan Thermal Ceramics, the global leader in high temperature insulation and refractory products, is a group company of Morgan Crucible UK and has been a trusted supplier to the steel, aluminium, power, chemical processing, ceramics, automotive and other industries for over seven decades. With manufacturing and distribution operations in more than 40 countries, we serve the critical insulation requirements of the user industries.

Through a company-wide system of leading technology exchange, we provide standardised, world class products - such as Cerablanket®, Kaowool®, Superwool, Pyroblocek, insulation bricks, micro porous products, high temperature ceramic fibre modules (16000C). FireMastero range of passive fire protection products in our state of art production facilities throughout Americas, Europe and Asia

Murugappa Morgan Thermal Ceramics Ltd (MMTCL) also offers passive fire protection systems with FireMaster® insulating fibre products. FireMaster systems protect critical and costly equipment in the event of fire and allow time for fire fighting equipment to be called for so as to put off the fire and minimise the extent of damage to the equipment/assets. FireMaster® systems are now being extensively used in high-risk areas of refineries, petrochemical, fertilizers, chemical, high rise buildings, off shore & marine industries. We also deal with fire stop products manufactured by Speafied Technologies Inc - USA for specialized fire stop applications - thus offer a complete end-to-end solution for all passive fire protection needs.

Because of our corporate synergy, we can engineer and seamlessly supply complete integrated systems combining any of our products from any of our plants to just about any place across the globe

Murugappa Morgan Thermal Ceramics is a joint venture between Carborundum Universal Limited and Morgan Crucible. We specialise in the manufacture of a broad range of ceramic fibre products including Superwook3, FireMastere and Pyro-bloce.

CHAPTER- 2

2.1 REVIEW OF LITERATURE

1. Introduction The literature review mainly fringes into five areas motivation, performance related pay, team based rewards, total reward system, intrinsic and extrinsic rewards. However, the literature also analyzes the theories of employee motivation and its influence on organizational behaviour which has a close connection with the reward systems, which has an impact on the performance of employees. The literature also describes an employee's attitude towards team-based rewards also referred team reward attitude (TRA). The literature also highlights the importance of considering equity theory as an individual's level of job satisfaction has an impact based on the way they are rewarded. The literature also describes the importance for an organization to incorporate a reward system and structure based on the type of industry they are involved in and its impact on employee performance and motivation.

2. Maslow's Hierarchy of Needs

Maslow's theory presents his hierarchy of needs in a pyramid shape, with basic needs at the bottom of the pyramid and more high-level, intangible needs at the top. A person can only move on to addressing the higher-level needs when their basic needs are adequately fulfilled.

- I. **Physiological needs:** The first of the id-driven lower needs on Maslow's hierarchy are physiological needs. These most basic human survival needs include food and water, sufficient rest, clothing and shelter, overall health, and reproduction. Maslow states that these basic physiological needs must be addressed before humans move on to the next level of fulfilment.
- II. **Safety needs:** Next among the lower-level needs is safety. Safety needs include protection from violence and theft, emotional stability and well-being, health security, and financial security.
- III. **Love and belonging needs:** The social needs on the third level of Maslow's hierarchy relate to human interaction and are the last of the so-called lower needs. Among these needs are friendships and family bonds—

both with biological family (parents, siblings, children) and chosen family (spouses and partners). Physical and emotional intimacy ranging from sexual relationships to intimate emotional bonds are important to achieving a feeling of elevated kinship. Additionally, membership in social groups contributes to meeting this need, from belonging to a team of co-workers to forging an identity in a union, club, or group of hobbyists.

IV. **Esteem needs:** The higher needs, beginning with esteem, are ego-driven needs. The primary elements of esteem are self-respect (the belief that you are valuable and deserving of dignity) and self-esteem (confidence in your potential for personal growth and accomplishments). Maslow specifically notes that self-esteem can be broken into two types: esteem which is based on respect and acknowledgment from others, and esteem which is based on your own self-assessment. Self-confidence and independence stem from this latter type of self-esteem.

V. **Self-actualization needs:** Self-actualization describes the fulfilment of your full potential as a person. Sometimes called self-fulfilment needs, self-actualization needs occupy the highest spot on Maslow's pyramid. Self-actualization needs include education, skill development—the refining of talents in areas such as music, athletics, design, cooking, and gardening—caring for others, and broader goals like learning a new language, travelling to new places, and winning awards.

3. **Origin of Motivation Herbert L. Petri** Professor of Psychology, Towson State University, Maryland. Author of *Motivation: Theory, Research, and Applications*. Psychologists study motivational forces to help explain observed changes in behaviour that occur in an individual. Thus, for example, the observation that a person is increasingly likely to open the refrigerator door to look for food as the number of hours since the last meal increases can be understood by invoking the concept of motivation. As the above example suggests, motivation is not typically measured directly but rather inferred as the result of behavioral changes in reaction to internal or external stimuli. It is also important to understand that motivation is primarily a performance variable. That is, the effects of changes in motivation are often temporary. An individual, highly motivated to perform a particular task because of a

motivational change, may later show little interest for that task as a result of further change in motivation.

4. Kreitner, R. (1995). Management. 6th ed. Boston: Houghton Mifflin Company

In the early 20th century, money was regarded as the most important input into the production of goods and services (Kreitner, 1995). However, after a series of researches, one known to be the “Hawthorne Studies”, conducted by Elton Mayo from 1924-1932 at the Hawthorne Works of the American Western Electric Company in Chicago, it was observed that employees were not motivated solely by money but that employee behaviour was linked to their attitudes (Dickson, 1973, in Lindner, 1998). The Hawthorne studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993). This paved way for other theories and definitions on motivation and performance at the work place

5. Kreitner, R., & Kinicki, A. (1998). Organisational Behaviour. 4th ed. Boston: Irwin McGraw-Hill.

There have been various definitions of motivation across different disciplines in the academia ranging from the fields of management, psychology to allied sciences. According to Kreitner and Kinicki (1998) and Ramlall (2004), motivation is derived from the Latin word “movere” which means to move. Butkus and Green (1999) also stated that motivation is derived from the word “motivate” which also means to move, push or persuade to act to satisfy a need.

6. Mol, A. (1992). Motivating subordinates. IPM Journal, 11(2), 19-22.

However, Mol (1992) differentiated between the terms “movement” and “motivation”. Mol (1992) described movement as carrying out a task in order to be compensated or remunerated while motivation is the voluntary involvement, and decision of a person to carry out a task

7. Huczynski, A.A., & Buchanan, D.A. (1991). Organizational Behaviour-An introductory text. 2nd ed. Prentice Hall (UK) Ltd. 436-466.

Motivation has been defined as 'a decision making process through which the individual chooses desired outcomes and sets in motion the behaviours appropriate to acquiring them' (Huczynski & Buchanan, 1991, in Dartey-Baah, 2010). Lindner (2004) also sees motivation as a psychological process that gives behaviour purpose, purpose and direction.

8. Robbins, S.P. (2005). Organizational behaviour. Upper Saddle River, NJ: Pearson Prentice Hall.

Robbins (2005) defined motivation as the “willingness to exert high levels of effort toward organisational goals, conditioned by the effort’s ability to satisfy some individual need”. According to Robbins (2005), a need is an internal state that makes certain outcomes appears attractive and an unsatisfied need creates tension that stimulates drives within an individual. These drives generate search behaviour to find goals that if attained, will satisfy the need and lead to the reduction of tension (Robbins, 2005).

9. Baron, R.A. (1983). Behaviour in organizations. New York: Allyn & Bacon, Inc.

Baron (1983, in Mol, 1992) also defined motivation as a set of processes concerned with a kind of force that energizes behaviour and directs it towards achieving specific goals. It further states that not only motivation can influence performance, but that performance can also influence motivation, if followed by rewards. Carraher et al. (2006) advocates that there should be an effective reward system to retain the high performers in organizations and reward should be related to their productivity. Baron (1983) therefore concludes organizations could benefit from implementing total reward programmes that focus on formal reward policies.

10. Shah, K. & Shah, P.J. (2010). Motivation. Available online at

Shah and Shah (2010) defined motivation as inspiring people to work; individually or in groups in such a way as to produce best results. It further states that, motivation is a general term applied to the entire class of drives, desires, needs, wishes and similar forces. Shah and Shah (2010) noted that to say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner.

11. Bhattacharyya, D.K. (2009). Human Resource Research Methods. 2nd ed. New Delhi: Excel Books.

The motivation process starts with a physiological or psychological deficiency or need that activates behaviour, or a drive that is aimed at a goal (Bhattacharyya, 2009). According to Arnold, Robertson and Cooper (1991), a needs-related model of the process of motivation is initiated by the conscious or unconscious recognition of unsatisfied needs. The needs create wants, which are desires to achieve or obtain something. Goals are established which is believed will satisfy the needs and wants, and a behaviour pathway is selected which is expected to achieve the goal (Armstrong, 2010).

12. Palmer, B. (2005). Practical Advice for HR Professionals: Create individualized Motivation Strategies. Melcrum Publishing Ltd.

According to Palmer (2005), a fundamental part of a motivation strategy must be that the process of achieving the goal is itself motivational. In other words, it is important to ensure that people do not give up during the implementation phase, by designing a process for achieving goals, and to control the motivation strategy.

13. Herzberg, F., Mausner, B., & Snyderman, B.B. (1959). The motivation to work. New York: John Wiley & Sons.

Herzberg et al. (1959) proposed that an employee's motivation to work is best understood when the respective attitude of that employee is understood. That is, the internal concept of attitude which originates from a state of mind, when probed, should reveal the most pragmatic information for managers with regard to the motivation of workers.

14. McCullagh, P. (2005). Sport and Exercise Psychology Lecture. Cal State University East Bay. 10/27.

McCullagh (2005) defines intrinsic motivation as an individuals' need to feel competency and pride in something while extrinsic motivation is defined as the performance of an activity in order to attain some separate outcome and noted that, people can be both intrinsically and extrinsically motivated.

15. Deci, E.L., & Ryan, R.M. (1985). Intrinsic Motivation and Self-determination in Human Behaviour. New York, NY: Plenum.

According to the self-determination theory, intrinsic motivation is increased in more autonomous work situations and results in more positive attitudinal and behavioural outcomes (Deci & Ryan, 1985; Ryan & Connell, 1989). Against Frey's (1997) work on motivation, it leads to the argument that external rewards crowd out intrinsic motivation and reduce the individual's work effort because of incentives which are in conflict with the employee's moral values and choices. Contrary to that, external rewards can help crowd in intrinsic motivation when supporting the employee's choices and values.

16. Osterloh, M., Frost, J., & Frey, B.S. (2002). The dynamics of motivation in new organizational forms. International Journal of the Economics of Business, 9(1), 61-77.

A number of authors argue that money is a poor motivator and can actually impede intrinsic motivation, such as reducing creativity and innovation (Osterloh et al., 2002; Herzberg, 2003). Contrary to that, Bishop (1987) suggested that pay is directly related with productivity and reward system depends upon the size of an organization.

The specific focus on extrinsic motivation may distract attention from the task which has been termed as hidden cost of rewards. This view has been incorporated in the crowding theory (Osterloh et al., 2002).

When an activity is intrinsically appealing (say, challenging), the positive effects can be undermined if extrinsic rewards are also linked to the activity (Osterloh et al., 2002) and crowd out intrinsic motivation (Lee & Whitford, 2007). This crowding out has been further elaborated under the cognitive evaluation theory, which proposes that extrinsic motivation can erode intrinsic motivation (Kunz & Pfaff, 2002).

17. Agho, A.O., Mueller, C.W., & Price, J.L. (1993). Determinants of employee job satisfaction: An empirical test of a causal model. Human Relations, 46(8), 1007-1027.

This study analyses job satisfaction in the Maritime Safety Authority of Fiji (MSAF), a public sector entity undergoing reform. Results of this study determine that the level of MSAF employee job satisfaction by dimension was predominantly low; employees had a low level of intrinsic satisfaction, an average level of extrinsic satisfaction, and a low level of general satisfaction; and employees' level of job satisfaction was significantly lower than the reference group. This research makes its theoretical contribution primarily to the literature on public service job satisfaction, and to the scarce theoretical strands relating to public service safety organisations. A practical outcome of this research is its contribution towards ongoing public sector reforms in Fiji in general and MSAF and the maritime industry in particular.

18.Adams, J.S. (1963). Toward an Understanding of Inequity. Journal of Abnormal and Social Psychology, 67, 422-436.

The notion of the fairness or justice has become an increasingly important construct in behaviour and management over the last two decades because of its serious personal and organizational consequences. Despite considerable research on job satisfaction and organizational commitment of employees, various types and forms of employees' justice perceptions have not been adequately examined. Studies of organizational justice in the area of health-care professionals are especially limited in the Indian setting. Because of higher expectations and demands on Indian hospitals, the issues of organizational justice and its associated work-related outcomes are quite relevant to employees working in them. With this background, the purpose of present study is to examine and compare the influence of different dimensions of organizational justice (of distributive, procedural, interpersonal (or relational), and informational justice) on work-related outcomes of job satisfaction and organizational commitment with special reference of healthcare professionals. Participants of the present study consisted of 100 health-care professional working in a government hospitals located in Varanasi (U.P., India). They were classified into three ranks: Doctors (N = 36), Nurses (N = 44), and Technicians and Hospital Administrative Staff (N = 20) and were mainly recruited from four major clinical departments—cardiology, gastroenterology, obstetrics & gynecology, and ENT. The statistical analyses of data included the descriptive statistics, coefficient of correlation and hierarchical regression analysis. The results of regression analysis revealed that among the four dimensions of justice, only procedural justice and relational justice significantly positively predicted job satisfaction of employees. Distributive and informational

justice did not predict job satisfaction. Findings further indicated that informational justice was the only dimension that had significantly and positively predicted organizational commitment. Despite the significant zero-order correlations, distributive, procedural, interpersonal or relational justice did not predict organizational commitment. Implications of the study and avenues for future research were discussed.

19.Akabzaa, T.M. (2009). Mining in Ghana: Implications for National Economy Development and Poverty Reduction. In B. Campbell (Ed), Mining in Africa (chapter 1). New York: Pluto Express.

Using semi-structured interviews and focus group discussions (FGDs), this study examined critical stakeholder's perceptions, experiences and competence in assuring the sustainable management of Ghana's major gold mines. The investigation was inspired by a synthesis of the United Nation's Sustainable Development Goals (SDGs) adopted by the global community in September 2015; it places human resource capacity at the center of a sustainability struggle between local and international businesses. The findings of this study encompass two opposing but interesting perspectives. On the one hand, the study showed that sustainable development is understood differently by stakeholders within the gold mining sector in Ghana, which is why gold mining companies employ different approaches in their pursuit of sustainability objectives. On the other hand, the study revealed that, as mining activities are similar across different mining companies, common understanding and operation of sustainable development in the country's gold mines is a more practical approach to sustaining mining operations. This study further revealed that to facilitate the effective implementation of sustainable development within Ghana's gold mines and to ensure its alignment with SDGs, a regulatory framework is required and this should be developed based on the input of stakeholders.

20.Alderfer C.P. (1969). An empirical test of new theory of human need. Organ. Behav Hum. Perf., 4(1), 142-175.

This study was concerned with developing and testing an alternative to Maslow's theory and to a simple frustration hypothesis for the problem of relating need-satisfaction to strength of desires. The alternative theory is based on a three-fold

conceptualization of human needs: existence, relatedness, and growth (E.R.G.), It does not assume lower-level satisfaction as a prerequisite for the emergence of higher-order needs. It does include propositions relating the impact of higher-order frustration to the strength of lower-order needs. Empirical tests of differential predictions among Maslow's theory, the simple frustration hypothesis, and E.R.G. theory were conducted by a questionnaire study with 110 employees at several job levels from a bank. The results tended to support E.R.G. theory more than Maslow's theory or the simple frustration hypothesis.

21. Amponsah-Tawiah, K., & Darteh-Baah, K. (2010). Occupational Health and Safety: Key Issues and Concerns in Ghana. International Journal of Business and Social Science, 2(14), 123-124

According to the World Health Organisation (WHO) poor occupational health and reduced working capacity of workers may cause economic loss up to 10-20% of the Gross National Product of a country. In countries like Ghana with fast growing workforce coupled with a growing informal sector, workers have tended to fight for job security neglecting the need for quality work life. It is argued that poor countries and companies cannot afford safety and health measures. However, there is no evidence that any country or company in the long run would have benefited from poor safety and health. This paper examines occupational health and safety (OHS) issues in Ghana and reveals the lack of a comprehensive OHS policy, poor infrastructure and funding, insufficient number of qualified occupational health and safety practitioners, and the general lack of adequate information as among the main drawbacks to the provision of occupational health and safety services. Keywords: Occupational health and safety, Ghana, Fundamental rights, Workforce, Globalization, Quality of work life

22. Andrew, D. (2004). The Effect of Congruence of Leadership Behaviors on Motivation, Commitment, and Satisfaction of College Tennis Players, Doctor of Philosophy These.

The propose of study is to examine the Relationship Between Coaches Leadership Styles & Player Satisfaction in Women Skate Championship and for subordinate purpose is to organize the Coaches Leadership Styles & Player Satisfaction in Teams. From a total of 157 questionnaires distributed, 101 questionnaires returned

by using the Friedman test, Kolmogorov - Smirnov (KS) and Spearman correlation coefficient were analyzed. Results arising from the study showed that the coach's style of training and instruction is more and democratic leadership style is less. Also there was positive correlation between training and instruction, social support, positive feedback and autocratic leadership style with all types of athletic satisfaction ($\alpha \leq 0.01$).

23. Andrew, D., & Kent, R. (2007). The Impact of Perceived Leadership Behaviours on Satisfaction, Commitment, and Motivation: An Expansion of the multidimensional model of Leadership. International Journal of Coaching Science, 1(1), 35-56.

This study explores the relationship between tangible rewards, intangible rewards and organizational commitment with the mediating role of collectivism in the textile sector of Pakistan. In total, 250 questionnaires were distributed. The response rate was 81%. Data were analyzed by using SPSS (20.0) software. Results showed that collectivism was negatively correlated with tangible and intangible rewards and positively correlated with organizational commitment. Further results showed that tangible and intangible rewards had a significant impact on the organizational commitment. Moreover, mediating role of collectivism has also been proved. Theoretical & managerial implications, recommendations and limitations for future research have been discussed.

24. Arvey, R.D., Carter, G.W., & Buerkley, D.K. (1991). Job satisfaction: Dispositional and situational influences. International Journal of Industrial and Organizational Psychology, 6, 359- 383.

Traditional work satisfaction research is criticized for its personalistic approach in conceptualization and measurement. Its results are doubted because of the artificially high proportions of satisfied. In order to overcome some of these shortcomings, the extended model of different forms of work satisfaction originally proposed by Bruggemann (1974) is validated. Six forms of work satisfaction (progressive, stabilized, resigned satisfaction; constructive, fixated, resigned dissatisfaction) are derived from the constellation of four constituent variables: comparison of the actual work situation and personal aspirations, global satisfaction, changes in level of aspiration, controllability at work. Results from semi structured

interviews, a free Q-sort, and a questionnaire for differentiating forms of work satisfaction for 46 nurses provide support for the model. Various methods proved useful in accessing particular aspects of the underlying cognitive and evaluative processes in the formation of different forms of work satisfaction. Implications for personnel management and studies in organizational behaviour (performance, intervention strategies) are discussed.

25. Intrinsic and extrinsic motivational classic definition and new directions

Intrinsic and extrinsic types of motivation have been widely studied, and the distinction between them has shed important light on both developmental and educational practices. In this review we revisit the classic definitions of intrinsic and extrinsic motivation in light of contemporary research and theory. Intrinsic motivation remains an important construct, reflecting the natural human propensity to learn and assimilate. However, extrinsic motivation is argued to vary considerably in its relative autonomy and thus can either reflect external control or true self-regulation. The relations of both classes of motives to basic human needs for autonomy, competence and relatedness are discussed.

26. Allscheid, S. P., and Cellar, D. F., (1996). "An Interactive Approach to Work Motivation: The Effects of Competition, Rewards, and Goal Difficulty on Task Performance", Journal of Business and Psychology, 11(2).

The primary goal of this study is to research the relationship between the reward management system applications and employee performance of bank employees on global banks in Istanbul. It also focuses on the role of motivation as an intervening factor. According to the literature review on the previous studies it is proven that organizations use reward systems and strategies to motivate their employees and to increase their performance. This study will have lots of contributions to the business world. Organizations may improve or change their reward systems to survive in today's environment with the help of this study. They may renew their reward systems and put more efficient and effective ones. In this study, employee performance effectiveness is determined on reward systems. At the beginning of the study, there is a literature review and there are hypotheses concerning the effects of reward management system and motivation on employee performance. Secondly,

theoretical framework is discussed through the effects of reward management system applications and motivation on employee performance. Finally hypotheses are tested using data from 116 bank employees in 12 global banks and research results or findings are analyzed.

27. Anne, B., (1994). "An Empirical Analysis of the Corporate Control, Tax and Incentive Motivations for Employee Stock Ownership Plans". *Journal of Managerial and Economics*, 15, pp. 299-315.

The study aimed at assessing the role of teachers' motivation on students' academic performance in Ilemela District. Primary data were collected using questionnaires distributed to 50 respondents selected randomly from five selected secondary schools in Ilemela District. The study used descriptive analysis to analyze data from the field with the help of Statistical Packages for Social Sciences. The study revealed that many teachers were male while female were only few. It was further observed that most of the teachers have their age between 25 – 35 years, and majority of them are Graduates from different Universities/Colleges. In addition, majority of them have teaching experience which is less than 10 years. The current study found that, teacher's professional development improves students' academic performance. Working condition highly influenced/motivated teachers to perform well and finally improves students' academic performance. Also, it was revealed that the monetary rewards to teachers improves academic performance because if a teacher is paid well can concentrate on teaching/learning activities. The study recommended that teachers must be given profession training and development to increase their knowledge and skills to deliver highly to students. Moreover, female are encouraged to participate well in this teaching and learning activities as the study revealed that only few female are involved. Working condition for teachers need to be improved so as to bring comfort ability to teachers in secondary schools. Salary need to be increased so that teachers will not move between schools looking for higher paying schools. Finally, the study recommends that the relationship between teachers themselves and between teachers and students need to be improved so as teaching and learning process can be friendlier.

28. Baker D., (1999). "Strategic Human Resource Management: Performance, alignment management", strategic Human Resource Management, 7(5), pp. 56-63

The article looks at current trends Human Resource Management (HRM) and the relatively new concept (SHRM) with special reference to United Kingdom (UK) Higher Education (HE) community. The article reviews recent management theory in the field and considers how it can usefully be applied in the practical context. The second part of the article concentrate on specific issues relating to employment relations in (HE) with special reference to the University of East Angle (UAE)

29. Bartzokas, C.A., Slade, P. D., (1991). "Motivation to comply with infection control procedure", Journal of hospital infection, 18, pp. 508-514

This paper addresses the critical issue of motivating hospital staff to comply with standard infection control procedures. Previous psychological assessment of infection control knowledge, attitudes and behaviour has indicated that the reasons for non-compliance are very basic and reflect *inter alia* a low perception of the importance of the measures and a lack of motivation. It is argued that, although staff have a theoretical awareness of the value of complying with such procedures, in practice these seem to have a low priority. Compliance levels, therefore, are variable and generally of a low order. If recent advances in the fields of social psychology, behavioural psychology and clinical psychology could be imported to hospital medicine, they could have a dramatic impact in infection control. The Elaboration Likelihood Model, an effective theoretical approach to message-based persuasion, and the energizing effects of intrinsic and extrinsic motivational processes are defined. Finally, the implications of these concepts for persuasive intra-hospital communication in infection control are highlighted. They can provide a framework for developing effective infection prevention programmes.

30. Bradley, E.W., (2004). "The role of work context in work motivation: a public sector application of goal and social cognitive theories", Journal

The present study represents a test of a conceptual model predicting how the organization's work context might influence work motivation. Using the framework provided by goal and social cognitive theories, this model of work motivation

assesses whether aspects of the organizational work context, such as greater goal conflict, procedural constraints, and goal ambiguity, may have a detrimental effect on work motivation through their influence on three important antecedents of work motivation: job goal specificity, job difficulty, and self-efficacy. Although the findings of a covariance (LISREL) analysis of state government employee survey data suggested a few minor modifications to this model, the results indicated that the theoretical framework can identify specific leverage points that can increase work motivation and, therefore, productivity in the public sector.

31. De Matteo, J.S 1998. Team based rewards: Current empirical and directions for future research. Research in organizational behaviour, Volume 20.

As organizations increasingly adopt teams as primary work units, many are also adopting team-based rewards in which a portion of individual pay is contingent on measurable group performance. This chapter overviews the empirical research on team-based rewards, identifies factors related to their effectiveness in organizational settings and suggests directions for future research. Reasons for using team rewards include supporting a team-based structure, fostering cooperation among team members and promoting team productivity, and overcoming limitations of larger group-based plans such as gainsharing. Possible limitations of team rewards concern their potential for inadvertently fostering perceived inequity within teams or competition between teams and conflicting evidence regarding their role in enhancing group process and performance. A framework is presented which identifies four sets of variables related to the effectiveness of team-based rewards: (1) reward system characteristics including reward size, frequency of reward payout, and allocation method; (2) organization characteristics including culture, congruence of rewards strategy and other subsystems, and structural characteristics; (3) team characteristics including type of team task interdependence, team composition, stage of team development, and team size; and (4) individual characteristics. Future research includes an examination of optimum reward characteristics and the interaction of multiple reward practices, process-oriented research, an examination of the role of justice perceptions and affective reactions, the influence of team rewards on between-team behaviour, and longitudinal studies of the effectiveness of team rewards.

32. Gagne, M., 2015. The Oxford handbook of work engagement, motivation and self-determination theory. 1 ed. New York: Oxford University press.

This Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory (SDT) edited by Marylène Gagné is a welcome and timely addition for organizational researchers of business, industrial organizational (IO) psychology, and social psychology. The handbook is a good fit for master's level courses on employee motivation and organizational behaviour through its focus on tapping motivational constructs and relationships with what makes work important and satisfying to employees. On account of the strengths of theory development, SDT implications, and future research directions, this Oxford handbook merits this thorough review to reveal its insightful benefits for academic researchers and business practitioners. Managers, IO consultants, coaches, and trainers would greatly benefit from use of the handbook as a reference on employee motivation through SDT research evidence. The chapters culminate into a masterful handbook fabric focused on the dynamics of the workplace that is woven with robust research evidence on social and organizational psychological theories and constructs such as self-esteem, motivation, engagement, attachment theory, person-environment fit, job design, job stress, workplace violence, goals, values, and leadership constructs with Deci and Ryan's (2000) SDT.

33. Gkorezis, P., 2012. The effect of extrinsic rewards on public and private sector employees' psychological empowerment: a comparative approach. The International Journal of Human Resource Management,, 23(17), p. 3596–3612.

This paper examines the impact of five extrinsic rewards (financial incentives, promotion opportunities, organisational prestige, relations with supervisor and relations with peers) on employees' psychological empowerment. Further, the present study compares these effects and the level of psychological empowerment between public and private employees. The results demonstrated that extrinsic rewards differentially affected both samples. Financial incentives, promotion opportunities and organisational prestige had a stronger effect on private employees' psychological empowerment, whereas relations with supervisor and peers were significant predictors of public employees' psychological empowerment. The results

also indicated that private employees experience greater psychological empowerment, meaning and impact than public counterparts

34. Godeanu, A.-M., 2012. The antecedents of satisfaction with pay in teams: do performance based compensation and autonomy keep team members satisfied?, Eastern Journals of European Studies, 3(1), pp. 145-168.

This paper aims to investigate the effects performance-based compensation and autonomy on satisfaction with pay in the context of team working. I develop a complex perspective that considers the influence of different monetary and non monetary rewards on satisfaction with pay. Drawing from the agency theory, equity theory and theory of cooperation predict that both piece rates and team-based rewards are associated with higher pay satisfaction. Moreover, I claim that both individual and team-based autonomy contribute to increased satisfaction with pay Using a cross-sectional dataset of randomly selected European employees who are asked about specific working and living conditions, results confirm that both productivity-based rewards and autonomy are important for employee satisfaction Managers should know when to introduce rewards based only on individual merits and when to give to use autonomy as a buffer to compensate for the potential lack of fairness in the payment system.

35. Hume, D. A., 1995. Reward Management Employee performance motivation and pay. 1 ed. UK: Blackwell Publishers.

This article provides a critique of the operation of performance-based pay in the Australian public service from 1992 to 1996 and questions proposals for further experimentation with such managerial initiatives Performance agreements underpinning performance-based pay were unable to measure adequately the performance of senior officers undertaking policy work Appraisal reviews of these agreements also failed to increase performance feedback between supervisors and senior officers. The process of rating senior officers by supervisors, and the moderation of those ratings by senior agency management. proved to be inherently subjective and considerably increased the prerogatives of public service managers over senior officers Linking pay to individual performance undermined teamwork and increased friction between those eligible for performance bonuses and junior officers

excluded from the scheme Yet the emphasis on individual employment relationships did not serve to undermine collective values, in particular workforce commitment to unionism

- 36. Huseman, R. C., 1987. A new perspective on equity theory: The equity sensitivity construct. *Academy of management Review*, 12(2), pp. 222-234.**

Equity theory proposes that individuals who perceive themselves as either under rewarded or over rewarded will experience distress, and that this distress leads to efforts to restore equity. This paper describes a new construct, equity sensitivity, and proposes that reactions to equity/inequity are a function of an individual's preferences for different outcome/input ratios. The construct is delineated through a series of propositions, and implications for equity research in organizations are discussed.

- 37. Jacobsen, C. B., 2017. Why Not “Just for the Money”? An Experimental Vignette Study of the Cognitive Price Effects and Crowding Effects of Performance-Related Pay. *PUBLIC PERFORMANCE & MANAGEMENT REVIEW*, 40(3), pp. 551-580.**

Motivation crowding theory (MCT) argues that performance-related pay (PRP) can crowd out intrinsic motivation, with detrimental consequences for employees' willingness to exert effort, but this mechanism is only expected when PRP is perceived to be controlling. However, the issue of whether the mechanism is motivational, as expected, has not been tested. This article finds support for such expectations using a vignette survey experimental setup of 1,150 responses (from 384 respondents). The results indicate that PRP positively affects organizational citizenship behaviour (OCB), but that the effect is reduced significantly when PRP is perceived as a control factor, because the importance of intrinsic motivation for effort is weakened. Thus, PRP can cause a cognitive shift from intrinsic to extrinsic orientation, but only if PRP is perceived as controlling. When PRP is perceived as none controlling, the importance of intrinsic motivation can actually increase. The findings imply that PRP is not necessarily harmful, and that managers should pay close attention to how their employees perceive performance-based pay systems.

38. Jacobs, S., 2014. Intrinsic rewards and work engagement in the South African retail industry. SA journal of industrial psychology, 40(2), p. 13.

There is a lack of South African research relating to the provision of intrinsic rewards to retail employees. Research purpose: The purpose of this research was to determine whether there is a relationship between intrinsic rewards and work engagement in the South African retail industry. Furthermore, it sought to validate an instrument to measure intrinsic rewards within the South African context. Motivation for the study: There is currently a paucity of research exploring intrinsic rewards, specifically their importance for work engagement. Furthermore, there is a lack of instruments validated in South Africa that can be used to measure intrinsic rewards. Research approach, design and method: This quantitative study was conducted using a cross-sectional design and non-probability sampling of 181 employees from a South African retail organisation. The questionnaire included a demographic section, the Utrecht Work Engagement Scale and the Work Engagement Profile. Main findings: Statistically significant, positive relationships were found between all subscales of the two instruments. There were significant differences in the means for intrinsic rewards and work engagement for gender and age. Notably, the exploratory factor analysis for both instruments did not support the factor structure indicated in the literature. Practical/managerial implications: South African retail organisations should create work environments that provide intrinsic rewards as part of their reward package, to encourage work engagement. Contribution/value-add: These findings add to the current body of literature regarding intrinsic rewards and work engagement and provide insight into variables that promote work engagement within the South African retail context.

39. Kanama, D., 2017. Does an extrinsic reward for R&D employees enhance innovation outcomes? Evidence from a Japanese innovation survey. R&D management, 47(2), pp. 198-211

This paper examines the effects of extrinsic rewards for R&D employees on innovation outcomes based on evidence from a Japanese innovation survey. Theoretical and empirical studies present conflicting findings regarding the relationship between extrinsic rewards and innovation outcomes. This article seeks to shed light on the relationship between rewards and outcomes, as represented by

the development of new products and services and their technological superiority and profitability. The analysis produced the following findings. First, companies that have introduced an evaluation system based on R&D performance are more likely to develop new products and services. The introduction of the evaluation system brings about success in product innovation with greater technological superiority. Second, monetary compensation has a negative impact on the development of new products and services and technological superiority. Third, these effects vary with the company size. Small- and medium-sized companies achieve higher technological superiority with performance-based evaluations. Large companies tend to adversely impact the development of new products and services and their technological superiority with monetary compensation.

40. Deci, E. L. (1971). Effects of externally mediated rewards on intrinsic motivation. *Journal of Personality and Social Psychology*, 18, 105- 115.

He present studies adopted the theoretical framework of activity- and purpose-related incentives (Rheinberg, 2008) to explain the maintenance of physical activity. We hypothesized that activity-related incentives (e.g., “fun”) increase more than purpose-related incentives (e.g., “health”) between the initiation and maintenance phase of physical activity. Additionally, change in activity-related incentives was hypothesized to be a better predictor of maintenance of physical activity than change in purpose-related incentives. Two correlative field studies with rehabilitation patients (Study 1) and Nordic Walkers (Study 2) were conducted to test the hypotheses. Participants’ incentives of physical activity were measured at the beginning of exercising and two weeks (Study 1; T2) and three months (Study 2; T2) later. At T2, participants were asked for their current physical activity. Both studies showed a greater change of activity-related incentives than purpose-related incentives. Furthermore, change in activity-related incentives was more predictive of the maintenance of physical activity than change in purpose-related incentives. The results showed the important role of activity-related incentives in maintenance of physical activity. The theoretical contribution to physical activity maintenance research and practical implications for health promotion programs were discussed.

41. Rehman K.U, Zaheer.B & Sufwan. N. (2007)

This study examines the association between rewards and employee motivation in banking sector of Pakistan. The study is based on primary data and sample Size (N=167) consisted of male and female employees of 19 different banks. Primary data collected by structured questionnaire by using sort of different approaches. Two different hypotheses was developed for the present study and was tested by applying Chi square Test and Regression Test. Significant value is 0.048 of Pearson Chi-square its mean there is association between salary and gender. The correlation between rewards and Employee Motivation is 0.546, which shows the positive relationship between reward and employee motivation. Regression Equation shows that when the reward is made on the basic of Employee point of view; Employee Motivation will increase by 0.527. The results also showed that salary is much important factor for employee motivation as compared to other variable factors like promotion, job security, working condition, appreciation and other benefits.

42. Herzberg, F. (2003). One more time: how do motivate employees? Harvard Business Review, 81, 86-96.

Work motivation is mostly categorized into two types, being intrinsic and extrinsic motivation showing that different incentives have a distinct impact on employee motivation. Whereas intrinsic motivation is concerned with rewards as the activity itself, the source of extrinsic motivation are external controlling variables as explicit rewards (e.g. money, threat)

43. McCullagh, P. (2005). Sport and Exercise Psychology Lecture. Cal State University East Bay. 10/27.

Defines intrinsic motivation as an individuals' need to feel competency and pride in something while extrinsic motivation is defined as the performance of an activity in order to attain some separate outcome and noted that, people can be both intrinsically and extrinsically motivated

44. Hackman, J.R., & Oldham, G.R. (1980). Work redesign. Readings, MA: Addison-Wesley.

urged organizations to restructure work to induce intrinsic motivation. Greater skill variety, task identity, and task significance increase the experienced meaningfulness

of work, autonomy raises experienced responsibility, and feedback provides knowledge of results

45. Harpaz, I. (1990). The Importance of Work Goals: An International Perspective. *Journal of International Business Studies*, 21, 75-93.

The paper probes into the basic question of what individuals seek from working. Results from a representative sample of the labour force in seven countries ($n = 8192$) showed that the two most dominant work goals are “interesting work” and “good pay.” These were consistent internationally, across different organizational levels, between the genders and among different age categories.

46. Heneman, R.L., Greenberger, D.B., & Strasser, S. (1988). The relationship between pay-for-performance perceptions and pay satisfaction. *Personnel Psychology*, 41(4), 59-745.

A study was conducted with 104 hospital employees to assess the relationship between pay-for-performance perceptions and pay satisfaction. Unlike previous research examining this relationship, a multi-item measure of pay-for-performance perceptions and a multidimensional measure of pay satisfaction were used. As hypothesized, the results indicated a positive relationship between pay-for-performance perceptions and pay-raise satisfaction, pay-level satisfaction, and overall pay satisfaction even after the effects of salary level, salary increases, performance ratings, job tenure, job satisfaction, and promotions were controlled. The importance of gathering perceptual data on characteristics of the pay system believed to have differential relationships with the sub dimensions of pay satisfaction are discussed.

47. Hom, P., & Griffeth, R. (1991). A structural equations modeling test of a turnover theory: Cross-sectional and longitudinal analysis. *Journal of Applied Psychology*, 76, 350-366.

P. W. Hom et al's theoretical alternative to W. H. Mobley's turnover model was investigated in 2 studies. In Study 1, conceptual distinctions among model constructs and operationalizations of those constructs were validated. 206 nurses were surveyed, and constructs were assessed with multiple indicators. Although discriminating most constructs, structural equation modelling (SEM) identified a more

parsimonious conceptualization in which a general construct underlies withdrawal cognitions. Other SEM analyses supported the indicators' construct validity and Hom et al's structural network. In Study 2, a longitudinal analog of Hom et al's model was tested. A survey of 129 new nurses measured model constructs on 3 occasions. SEM disclosed that some causal effects in this model materialized contemporaneously, whereas others emerged after a lengthy time. Moreover, these causal effects systematically changed during newcomer assimilation. Implications for future research of turnover models are discussed. (APA PsycInfo Database Record (c) 2016 APA, all rights reserved)

48. Howard, J., & Frink, D. (1996). The Effects of Organizational Restructure on Employee Satisfaction. *Group and Organization Management*, 21(3), 278-303.

In an effort to better understand the multidimensional nature of satisfaction, it is examined in the context of organizational restructuring. This context allows the test of a conceptual model that includes antecedents, components of work-related satisfaction, overall satisfaction, and satisfaction with life. The findings support the notions that (1) organizational restructuring has demonstrable implications for employee satisfaction and (2) work-related satisfaction is a major component of satisfaction with life. Contributions, limitations, and potential directions for future research are discussed.

49. Huddleston, P., Good, L., & Frazier, B. (2002). The influence of firm characteristics and demographic variables on Russian workers' work motivation and job attitudes. *International Review of Retail, Distribution and Consumer Research*, 12(4), 395-421.

This study provides an insight into the influence of firm ownership and demographic variables of age, gender, education and job tenure on the work motivations and job attitudes of Russian retail workers at 13 retail firms in Moscow and St Petersburg/ Pushkin. This study surveyed 334 retail sales people employed in former state-owned, private and joint venture retail firms regarding reward valence, instrumentality, effort performance expectations, job satisfaction and organizational commitment. Demographic and firm ownership variables were a factor in workers' preference for rewards, effort performance expectations, job satisfaction and

organizational commitment. Practical implications and directions for future research are also discussed.

50. Igalens, J., & Roussel, P. (1999). A Study of the relationship between Compensation package, Work motivation and Job satisfaction. Journal of Organisational Behaviour, 20(7), 1003-1025.

This study applied the theoretical framework based on expectancy and discrepancy theories to examine how the elements of total compensation might influence work motivation and job satisfaction. The principal dimensions of total compensation that give rise to distinct reactions among employees were examined. Two samples of employees, 269 exempt employees and 297 non-exempt employees were studied separately in order to identify the differences of reaction between these two groups. The relationships between the elements of total compensation, work motivation and job satisfaction were analysed by a structural equations model with LISREL VII. Proposals were developed to predict the conditions of compensation efficiency on work motivation and job satisfaction in the cultural context of employment in France. The three principal conclusions of the study were: (1) under certain conditions, individualized compensation of exempt employees can be a factor of work motivation; (2) flexible pay of non-exempt employees neither motivates nor increases job satisfaction; (3) benefits of exempt and non-exempt employees neither motivate nor increase job satisfaction.

CHAPTER - 3

3.1 RESEARCH METHODOLOGY

Research Methodology is the investigation of specific problem in detail. At first problem is defined carefully for conducting research. There should be a good research plan for conducting research. No research can be done without data collection. After all this analyze is made for getting solution for problem.

3.2 PRIMARY DATA

Direct collection of data from the source of information, technology including personal interviewing, survey etc.

3.3 SECONDARY DATA

Indirect collection of data from sources can be purchased from the open market and various kind of database is available such as telephone databases of various surveys

1. Defining the problem
2. Defining the sampling plan
3. Collection of data
4. Analyse and interpretation

3.4 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- ❖ To study the important factors which are needed to motivate employee

SECONDARY OBJECTIVE

- ❖ To study the effect of promotion in job
- ❖ To measure the employee satisfaction on the interpersonal relationship exist in the organization
- ❖ To study relationship between rewards and performance

3.5 STATEMENT OF THE PROBLEM

Well pleased and well-motivated employees deliver exceptional service to the organization with outstanding results to back it up. But in a industry employee working with heavy machinery are required to have a good physical and mental health so that the work goes without any interruption it's the employer duty to give them that environment

In the modern competitive world, business organizations are facing ever-growing challenges regarding commitment, engagement, belief, recruitment and retention of their employees. Multiple studies in different countries and across industries show that employees who are passionate about their jobs and the organizations in which they work are in the minority

Motivation is about giving your staff the right mixture of guidance, direction, resources and rewards so that they are inspired and keen to work in the way that you want them to. So, a large portion behind these difficulties can easily be solved by imparting proper motivation. In the fierce era of competition, organizations nowadays are more emphasizing on the management of Human Resources. A manager capable of managing his employee effectively is a successful one. Motivational tools are the most effective in this context. We always have to keep in mind that employees are not motivated solely by money and employee behaviour is linked to their attitudes.

3.6 SAMPLING PLAN

The sampling plan calls for three decisions.

- a) Sampling Unit: I have completed my survey in Ranipet Tamilnadu
- B) Sample Size: The selection of 120 respondents. The sample was drawn from people working in Murugappa Morgan Thermal Ceramics Limited (MMTCL)
- c) Contact methods: I have conduct the survey through Google forms due to the pandemic

3.7 STATISTICAL TOOL

The collected data has been created using Google forms and Microsoft Excel that shows the result in a pie chart format and percentage. In excel the following methods are used

- ❖ Correlation
- ❖ Chi-square
- ❖ ANOVA test

CHI-square

A Chi-Square test could be performed on this data to check if the rating and size of the restaurant are completely independent or they are influencing one another. How to perform a Chi-Square test? Finally, we are here. Till now, we have understood what the chi-square test is and what should be the input to the chi-square test.

Correlation

Correlation test is used to evaluate the association between two or more variables. For instance, if we are interested to know whether there is a relationship between the heights of fathers and sons, a correlation coefficient can be calculated to answer this question.

ANOVA test

In statistics, **one-way analysis of variance** (abbreviated **one-way ANOVA**) is a technique that can be used to compare means of two or more samples (using the F distribution). This technique can be used only for numerical response data, the "Y", usually one variable, and numerical or (usually) categorical input data, the "X", always one variable, hence "one-way".

3.8 DATA COLLECTION

After this, I have collected the information from the respondent with the help of questionnaire this process is called Data collection.

3.9 DATA ANALYSIS

The next step is to extract the pertinent finding from the collected data. I have tabulated the collected data & developed frequency distributions. Thus the whole data was grouped aspect wise and was presented in tabular form. Thus, frequencies & percentages were to redress impact of the study.

3.10 PERIOD OF STUDY

The period of time taken to conduct the survey and prepare the research paper is 2 months.

3.11 LIMITATION OF THE STUDY

- The study covers only Ranipet district
- The respondents belong to only one company Murugappa Morgan Thermal Ceramics Limited (MMTCL)
- A survey should involve a large sample size otherwise the findings of the survey cannot be generalized. But a large sample size may increase the time and cost of collecting the primary data with the help of questionnaire.
- The study population is limited to 120 respondents because of the lack of availability of time for the data collection.

CHAPTER - 4

4.1 DATA ANALYSIS AND INTERPRETATION

Data analysis is a process of inspecting, cleansing, transforming, and modelling data with the goal of discovering useful information, informing conclusions, and supporting decision-making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, and is used in different business, science, and social science domains. In today's business world, data analysis plays a role in making decisions more scientific and helping businesses operate more effectively.

Data mining is a particular data analysis technique that focuses on modeling and knowledge discovery for predictive rather than purely descriptive purposes, while business intelligence covers data analysis that relies heavily on aggregation, focusing mainly on business information. In statistical applications, data analysis can be divided into descriptive statistics, exploratory data analysis (EDA), and confirmatory data analysis (CDA). EDA focuses on discovering new features in the data while CDA focuses on confirming or falsifying existing hypotheses. Predictive analytics focuses on application of statistical models for predictive forecasting or classification, while text analytics applies statistical, linguistic, and structural techniques to extract and classify information from textual sources, a species of unstructured data. All of the above are varieties of data analysis.

Statistician John Turkey defined data analysis in 1961 as: "Procedures for analyzing data, techniques for interpreting the results of such procedures, ways of planning the gathering of data to make its analysis easier, more precise or more accurate, and all the machinery and results of (mathematical) statistics which apply to analyzing data."

There are several phases that can be distinguished, described below. The phases are iterative, in that feedback from later phases may result in additional work in earlier phases.

Table no.4.1.1 Gender of the respondents

GENDER	NO.OF RESPONDENTS	PERCENTAGE
Male	70	50%
Female	50	42%

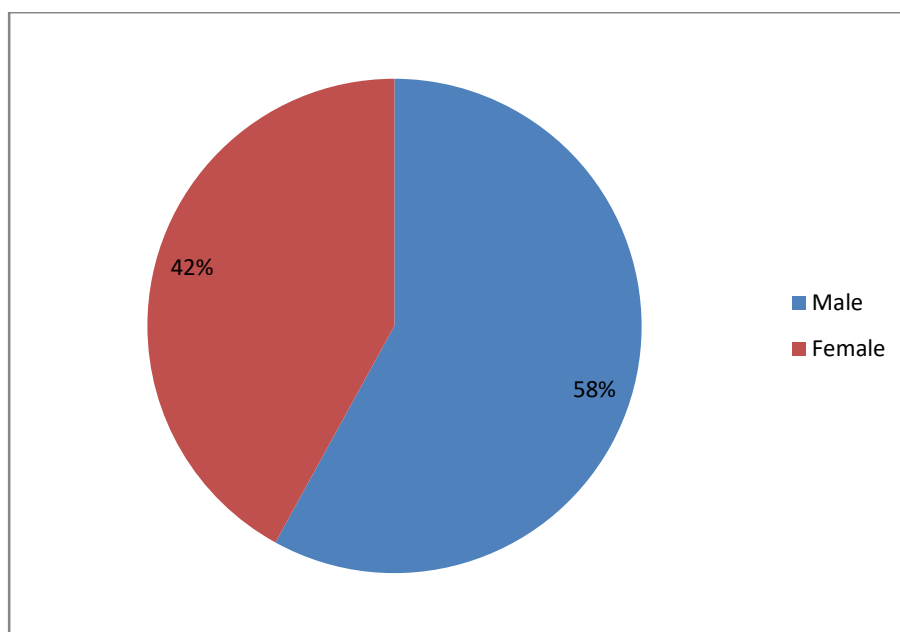


Chart no.4.1.1 Gender of the respondents

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 58% of the respondents are male, 42% of the respondents are Female.

Table no.4.1.2 Age of the respondents

AGE	NO.OF RESPONDENTS	PERCENTAGE
20-25 years	63	53%
26-30 years	41	34.4%
31-35 years	4	3%
36-40 years	8	6.6%
Above 40	4	3%

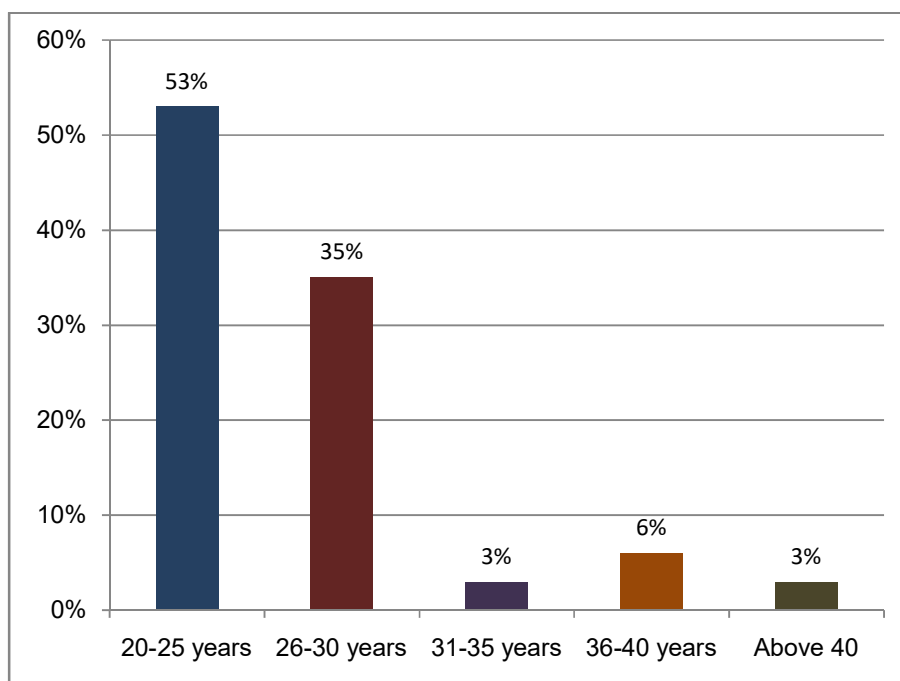


Chart no.4.1.2 Age of the respondents

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 53% of the respondents choose (a) 20-25 years, 34.4% of the respondents choose (b) 26-30 years, 3% of the respondents choose (c) 31-35 years, 6.6% of the respondents choose (d) 36-40 years, 3% of the respondents choose (e) above 40.

Table no.4.1.3 Marital status

MARITAL STATUS	NO.OF RESPONDENTS	PERCENTAGE
Married	62	51.7%
Unmarried	58	48.3%

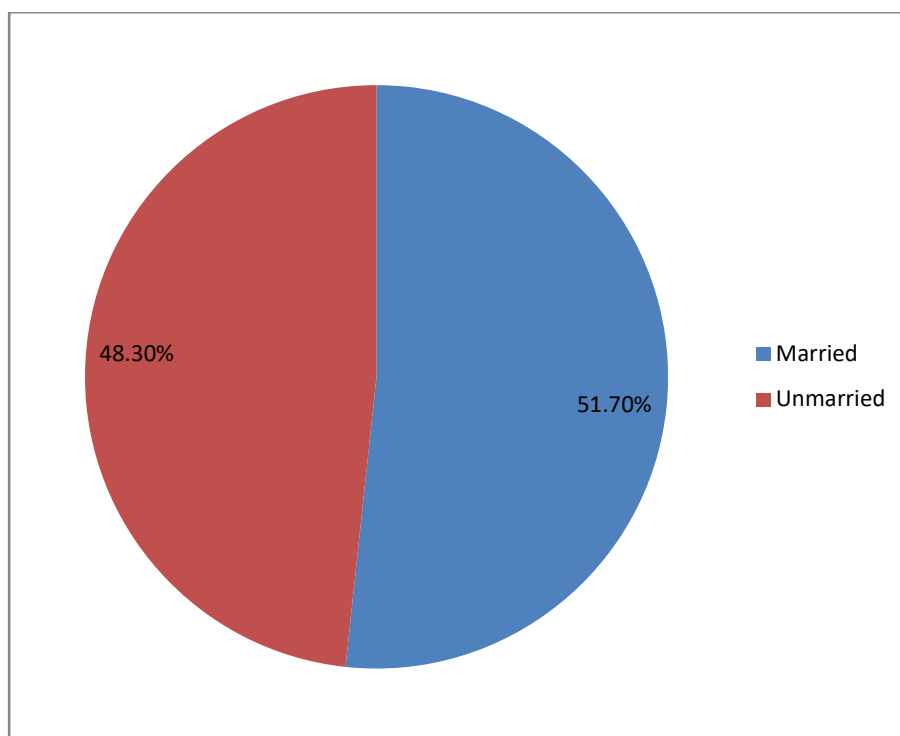


Chart no.4.1.3 Marital status

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 51.7% of the respondents choose (a) married, 48.3% of the respondents choose (b) Unmarried.

Table no.4.1.4 Educational qualification

EDUCATIONAL QUALIFICATION	NO.OF RESPONDENTS	PERCENTAGE
Below HSC	2	1.7%
HSC	5	4.2%
Diploma	17	14.2%
UG	79	65.8%
PG	17	14.2%

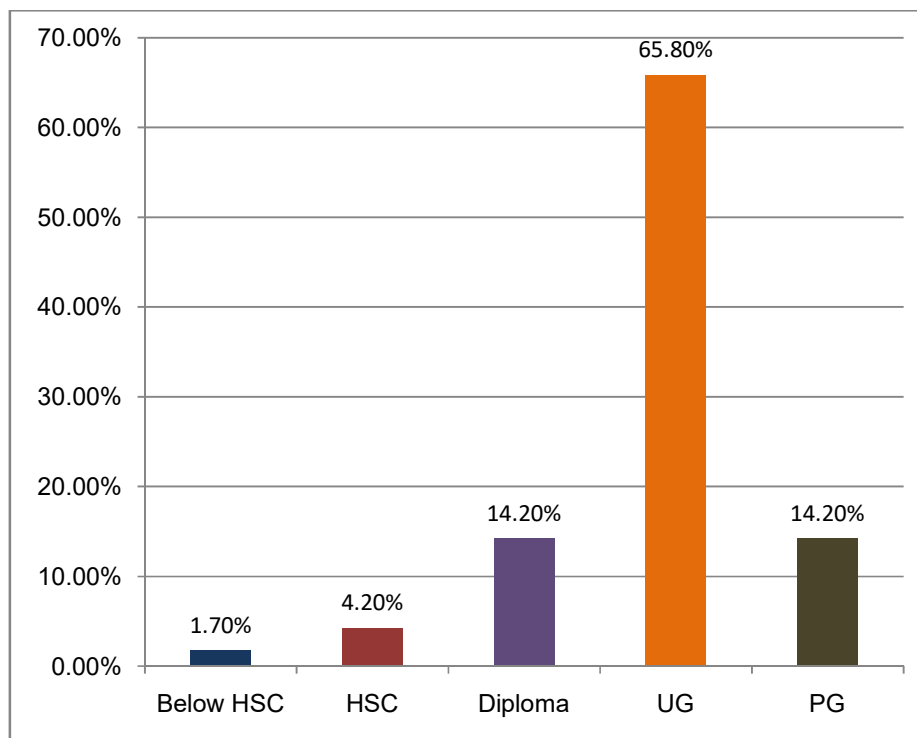


Chart no.4.1.4 Educational qualification

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 1.7% of the respondents choose (a) Below HSC, 4.2% of the respondents choose (b) HSC, 14.2% of the respondents choose (c) Diploma, 65.8% of the respondents choose (d) UG, 14.2% of the respondents choose (e) PG.

Table no.4.1.5 Experience with firm

EXPERIENCE	NO.OF RESPONDENTS	PERCENTAGE
0-5 years	76	63.3%
6-10 years	28	23.3%
10-15 years	12	10%
16-20 years	2	1.7%
More than 20 years	2	1.7%

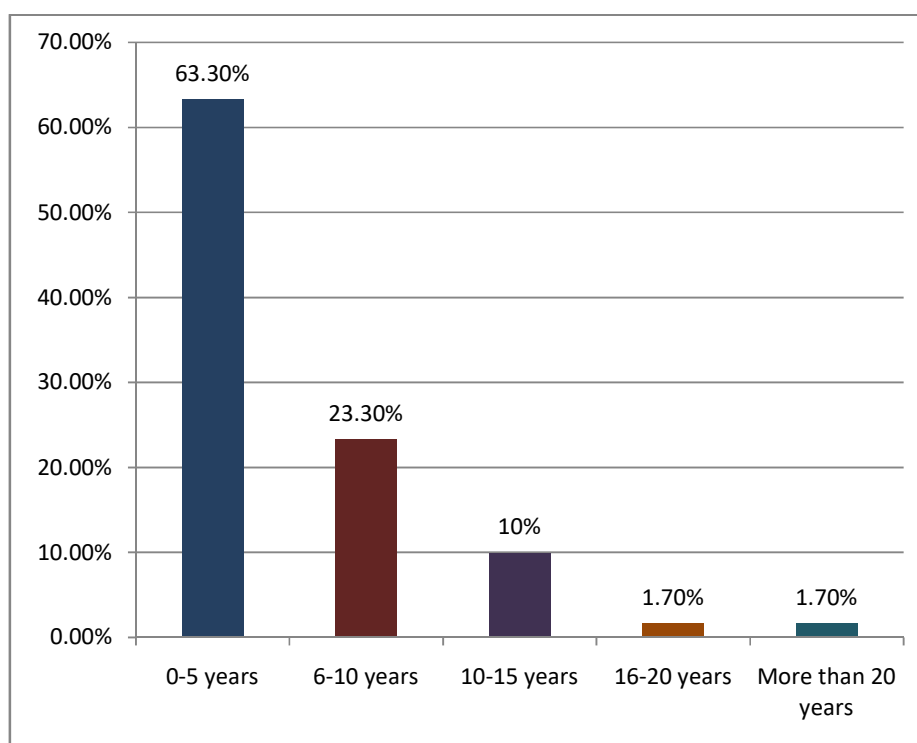


Chart no.4.1.5 Experience with firm

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 63.3% of the respondents choose (a) 0-5 years, 23.3% of the respondents choose (b) 6-10 years, 10% of the respondents choose (c) 10-15 years, 1.7% of the respondents choose (d) 16-20 years, 1.7% of the respondents choose (e) more than 20 years.

Table no.4.1.6 Salary per month

SALARY PER MONTH	NO.OF RESPONDENTS	PERCENTAGE
8000-15000	23	19.2%
15000-25000	46	38.3%
25000-35000	38	31.7%
Above 35000	13	10.8%

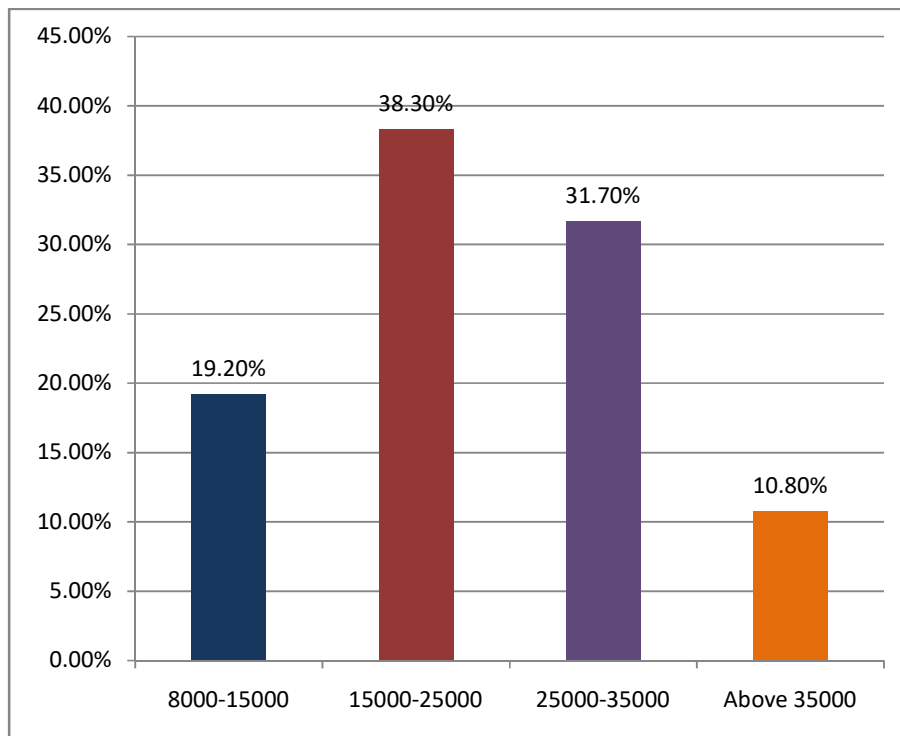


Chart no.4.1.6 Salary per month

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 19.2% of the respondents choose (a) 8000-15000, 38.3% of the respondents choose (b) 15000-25000, 31.7% of the respondents choose (c) 25000-35000, 10.8% of the respondents choose (d) above 35000.

Table no.4.1.7 Compensation

COMPENSATION	NO.OF RESPONDENTS	PERCENTAGE
2000-3000	76	63.3%
3000-4000	25	20.8%
4000-5000	10	8.3%
5000 and above	9	7.5%

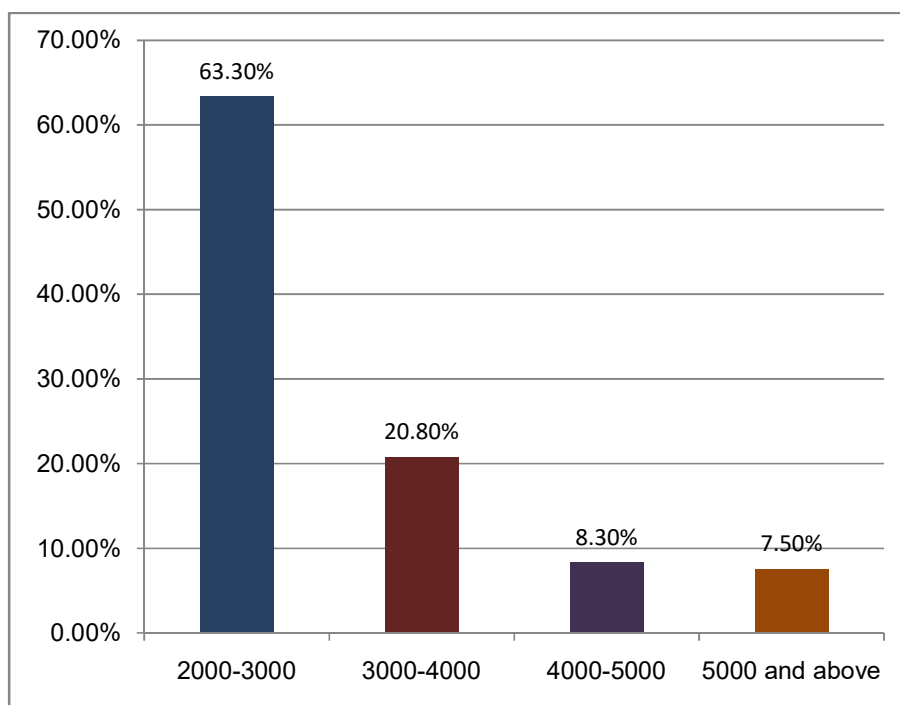


Chart no.4.1.7 Compensation

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 63.3% of the respondents have choose (a) 2000-3000, 20.8% of the respondents have choose (b) 3000-4000, 8.3% of the respondents have choose (c) 4000-5000, 7.5% of the respondents have choose (d) 5000 and above.

Table no.4.1.8 Company infrastructure

COMPANY INFRASTRUCTURE	NO.OF RESPONDENTS	PERCENTAGE
Very good	57	47.5%
Good	53	44.2%
Neutral	9	7.5%
Bad	1	0.8%
Very bad	0	0%

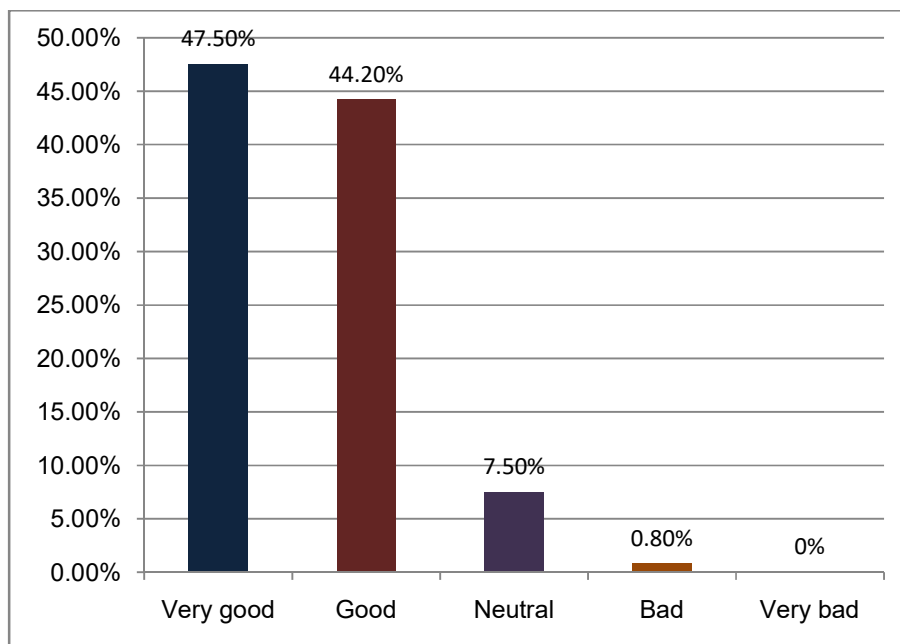


Chart no.4.1.8 Company infrastructure

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 47.5% of the respondents choose (a) Very good, 44.2% of the respondents choose (b) Good, 7.5% of the respondents choose (c) Neutral, 0.8% of the respondents choose (d) Bad, 0 of them choose (e) Very bad.

Table no.4.1.9 Potential

TRUE POTENTIAL	NO.OF RESPONDENTS	PERCENTAGE
Most of the time	20	16.7%
Some time	45	37.5%
Rarely	35	29.2%
Not at all	20	16.7%

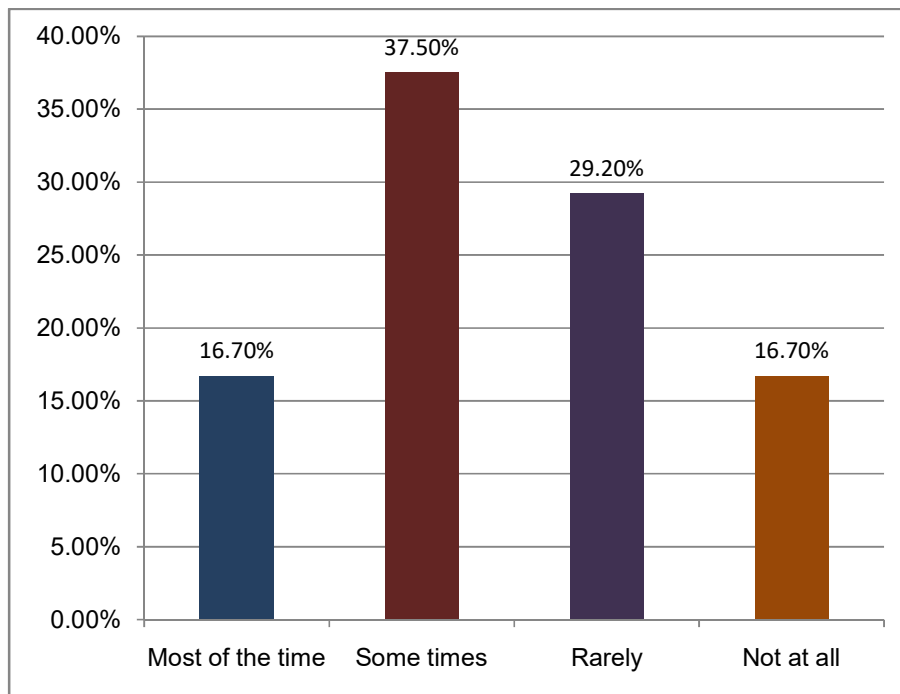


Chart no.4.1.9 Potential

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 16.7% of the respondents choose (a) Most of the time, 37.5% of the respondents choose (b) Sometimes, 29.2% of the respondents choose (c) Rarely, 16.2% of the respondents choose (d) Not at all.

Table no.4.1.10 Motivating the employees

MOTIVATING THE EMPLOYEE	NO.OF RESPONDENTS	PERCENTAGE
Strongly oppose	4	3.3%
Somewhat oppose	4	3.3%
Neutral	20	16.7%
Somewhat favour	50	41.7%
Strongly favour	42	35%

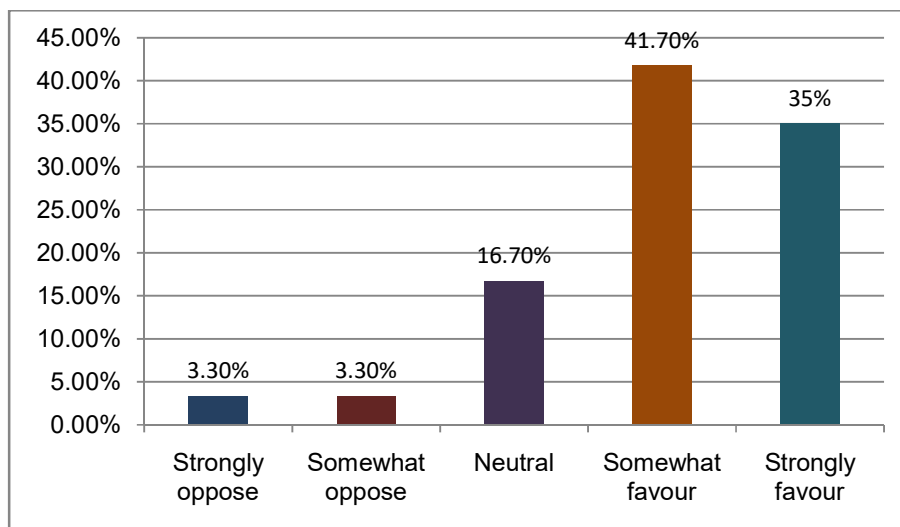


Chart no.4.1.10 Motivating the employees

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 3.3% of the respondents choose (a) Strongly oppose, 3.3% of the respondents choose (b) Somewhat oppose, 16.7% of the respondents choose (c) Neutral, 41.7% of the respondents choose (d) Somewhat favour, 35% of the respondents choose (e) Strongly favour.

Table no.4.1.11 Types of incentives

TYPES OF INCENTIVES	NO.OF RESPONDENTS	PERCENTAGE
Financial incentives	42	35%
Non-financial incentives	4	3.3%
Both	14	61.7%

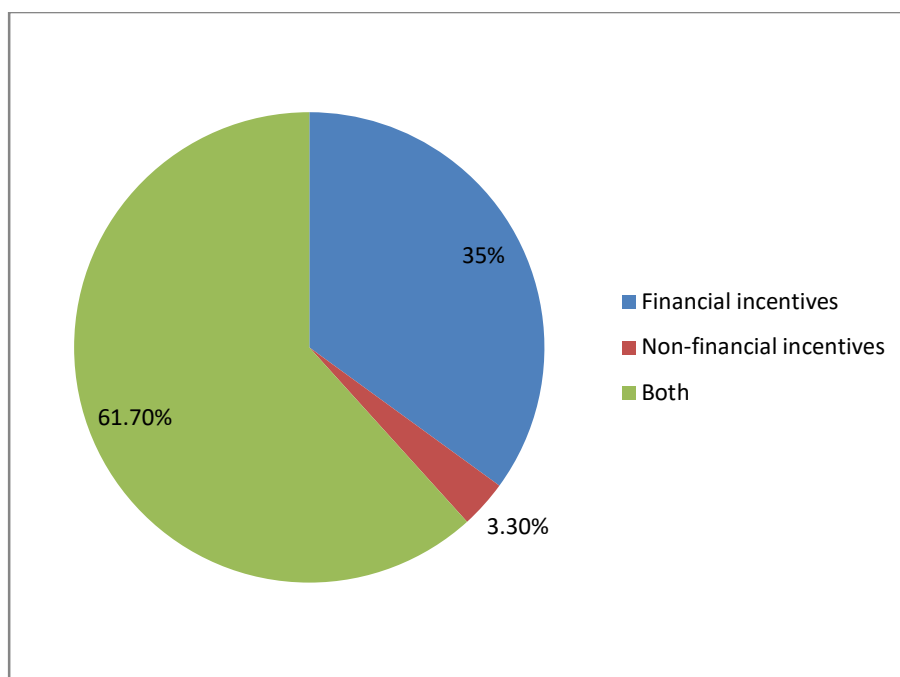


Chart no.4.1.11 Types of incentives

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 35% of the respondents choose (a) Financial incentives, 3.3% of the respondents choose (b) Non financial incentives, 61.7% of the respondents choose (c) Both.

Table no.4.1.12 Satisfaction with incentives

SATISFACTION OF THE INCENTIVES	NO.OF RESPONDENTS	PERCENTAGE
Highly satisfied	26	21.7%
Satisfied	39	32.5%
Neutral	48	40%
Dissatisfied	5	4.2%
Highly dissatisfied	2	1.7%

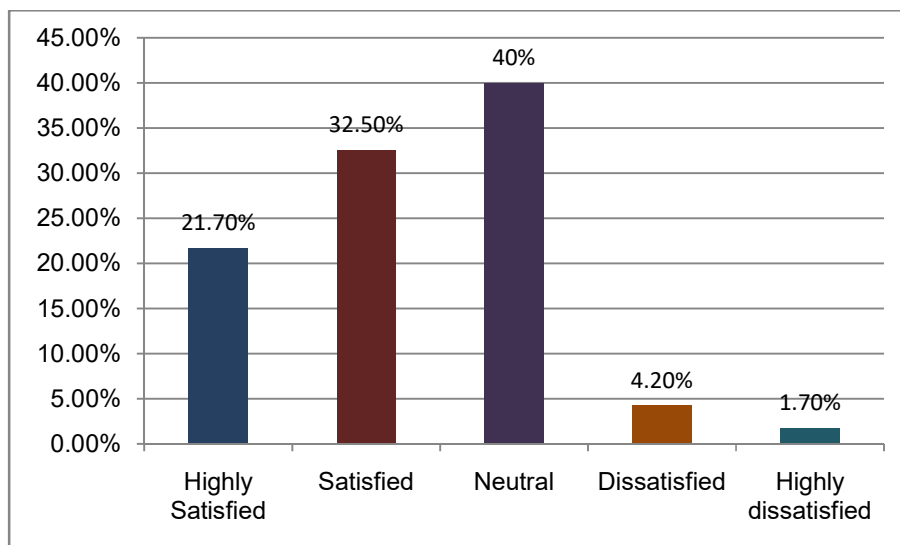


Chart no.4.1.12 Satisfaction with incentives

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 21.7% of the respondents choose (a) Highly satisfied, 32.5% of the respondents choose (b) Satisfied, 40% of the respondents choose (c) Neutral, 4.2% of the respondents choose (d) Dissatisfied, 1.7% of the respondents choose (e) Highly dissatisfied.

Table no.4.1.13 Impact on performance

IMPACT PERFORMANCE	ON	NO.OF RESPONDENTS	PERCENTAGE
Influence		104	86.7%
Does not influence		9	7.5%
No opinion		7	5.8%

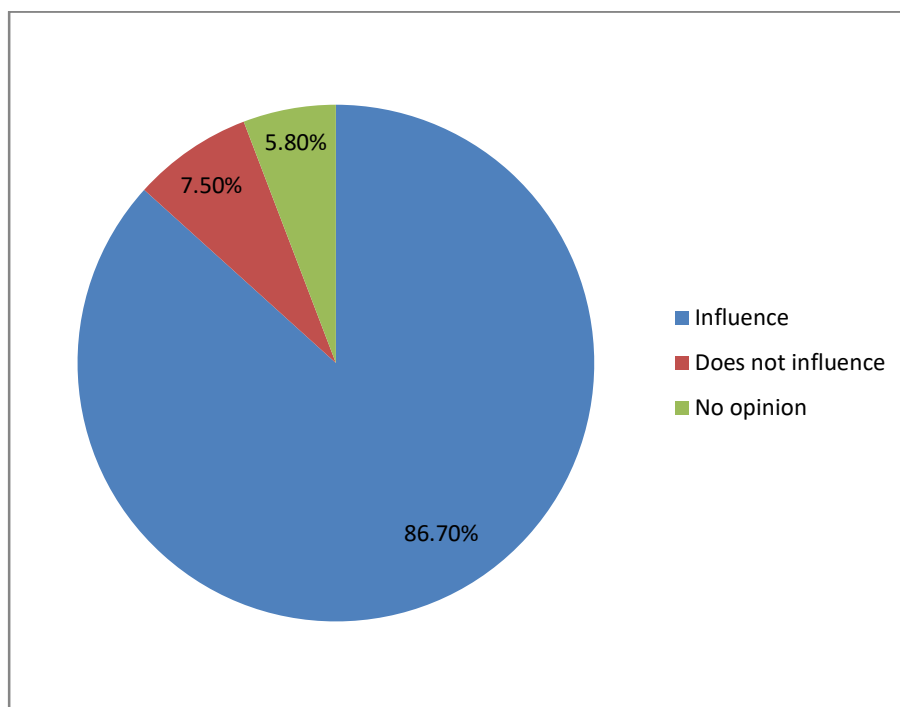


Chart no.4.1.13 Impact on performance

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 86.7% of the respondents choose (a) Influence, 7.5% of the respondents choose (b) Does not influence, 5.8% of the respondents choose (c) No opinion.

Table no.4.1.14 Reward system

REWARD SYSTEM	NO.OF RESPONDENTS	PERCENTAGE
Pay rise	53	44.2%
Benefits	10	8.3%
Incentives	23	19.2%
Recognition	34	28.3%

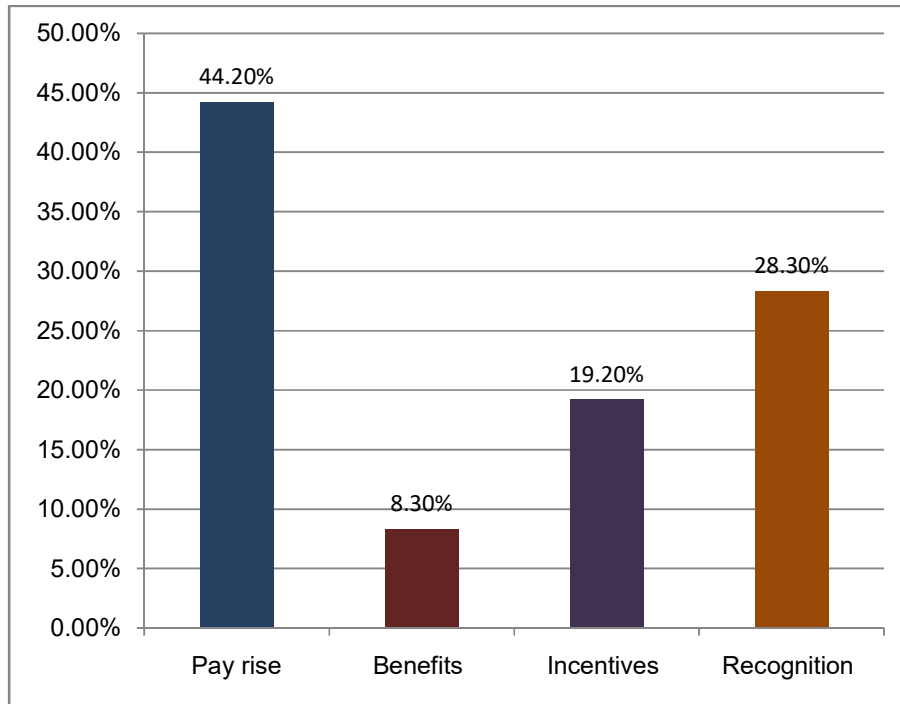


Chart no.4.1.14 Reward system

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 44.2% of the respondents have choose a) Pay rise, 8.3% of the respondents have choose b) Benefits, 19.2% of the respondents have choose c) Incentives, 28.3% of the respondents have choose d) Recognition.

Table no.4.1.15 Performance payoff

PERFORMANCE PAYOFF	NO.OF RESPONDENTS	PERCENTAGE
Strongly agree	41	34.2%
Agree	67	55.8%
Neither agree or disagree	7	5.8%
Disagree	2	1.7%
Strongly disagree	3	2.5%

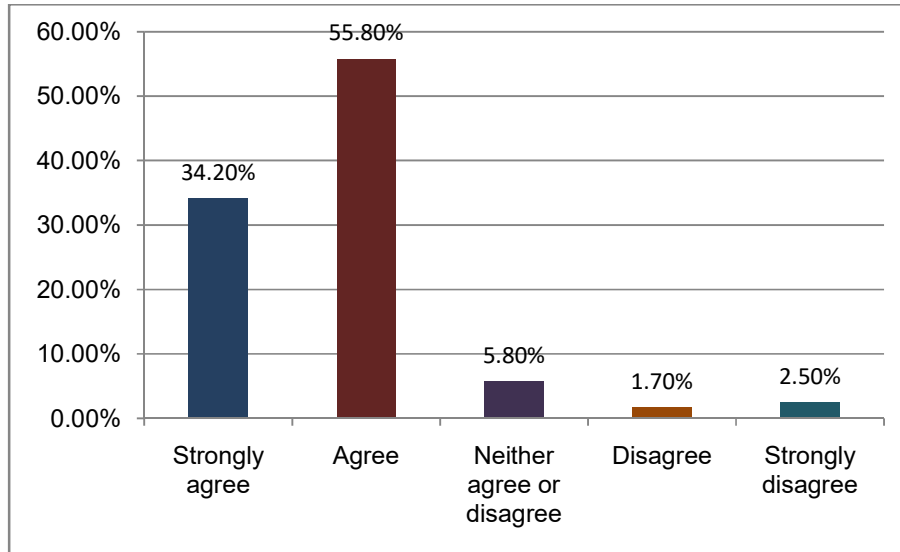


Chart no.4.1.15 Performance payoff

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 34.2% of the respondents choose (a) Strongly agree, 55.8% of the respondents choose (b) Agree, 5.8% of the respondents choose (c) Neither agree or disagree, 1.7% of the respondents choose (d) Disagree, 2.5% of the respondents choose (e) Strongly disagree.

Table no.4.1.16 Motivational factor

MOTIVATIONAL FACTORS	NO.OF RESPONDENTS	PERCENTAGE
Good salary	34	28.3%
Job security	23	19.2%
Opportunity for advancement	29	24.2%
Good working environment	22	18.3%
Promotion	12	10%

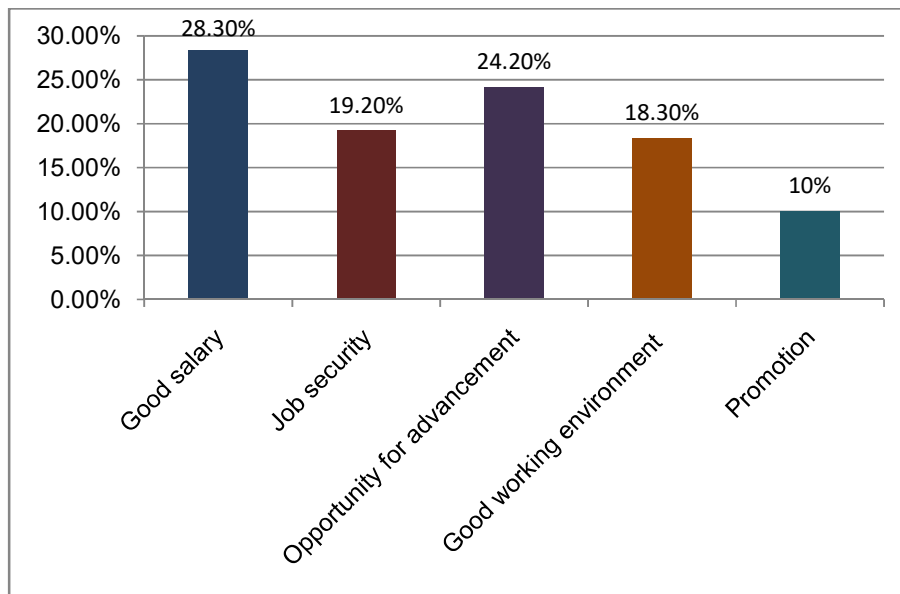


Chart no.4.1.16 Motivational factor

INTERPRETATION

From the above table it is interpreted that out of 120 respondent's 28.3% of the respondents choose a) Good salary, 19.2% of the respondents choose b) Job security, 24.2% of the respondents have choose c) Opportunity for advances, 18.3% of the respondents have choose d) Good working condition, 10% of the respondents choose e) Promotion.

Table no.4.1.17 Working condition

WORKING CONDITION IMPACT	NO.OF RESPONDENTS	PERCENTAGE
Reduces conflicts	27	22.5%
Quality work	52	43.3%
Improved communication	20	16.7%
Healthy workplace	21	17.5%

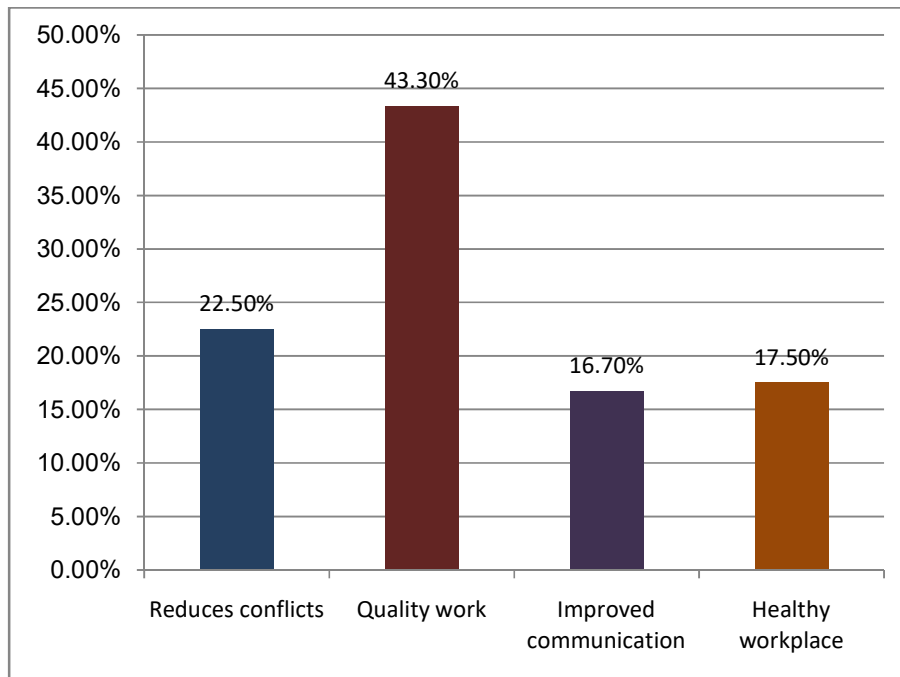


Chart no.4.1.17 Working condition

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 22.5% of the respondents choose (a) Reduce conflicts, 43.3% of the respondents choose (b) Quality work, 16.7% of the respondents choose (c) Improved communication, 17.5% of the respondents choose (d) Healthy work place.

Table no.4.1.18 Financial incentives

TYPES OF FINANCIAL INCENTIVES	NO.OF RESPONDENTS	PERCENTAGE
Bonus	69	57.5%
Health care	24	20%
Housing	18	15%
Communication	9	7.5%

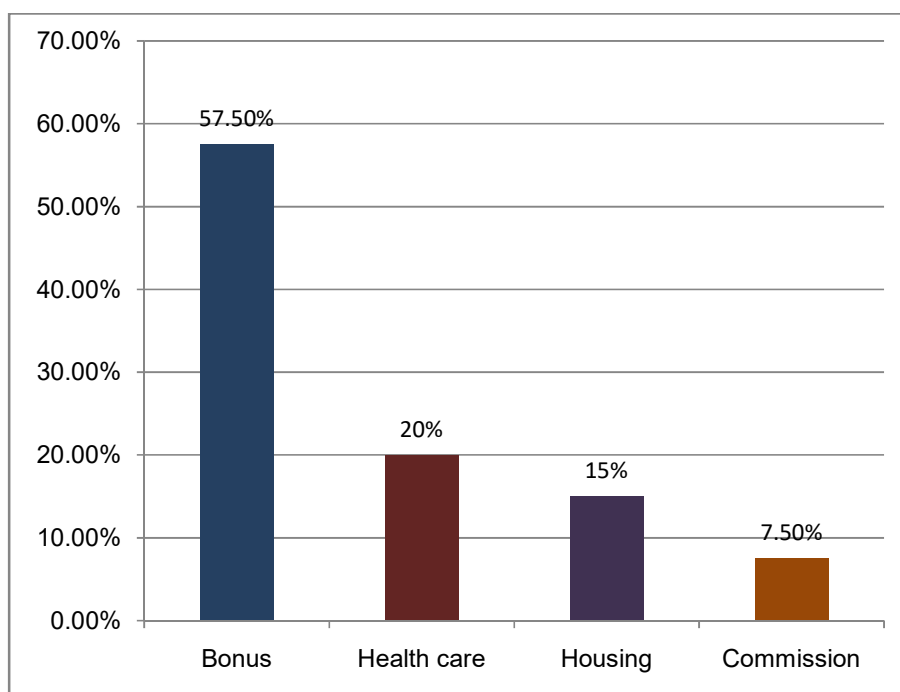


Chart no.4.1.18 Financial incentives

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 57.5% of the respondents choose (a) Bonus, 20% of the respondents choose (b) health care, 15% of the respondents choose (c) Housing, 7.5% of the respondents choose (d) Commission.

Table no.4.1.19 Idea for Decision making

DECISION MAKING	NO.OF RESPONDENTS	PERCENTAGE
Yes	22	18.3%
No	47	39.2%
Occasionally	51	42.5%

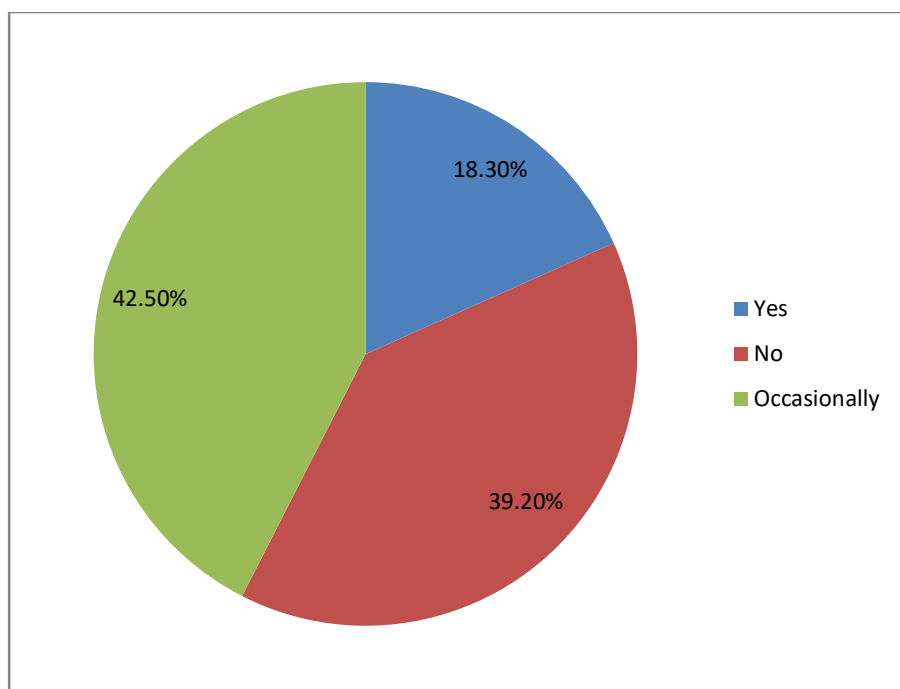


Chart no.4.1.19 Idea for Decision making

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 18.3% of the respondents choose (a) Yes, 39.2% of the respondents choose (b) No, 42.5% of the respondents choose (c) Occasionally.

Table no.4.1.20 Training and development program

TRAINING AND DEVELOPMENT PROGRAM	NO.OF RESPONDENTS	PERCENTAGE
Very good	43	35.8%
Good	68	56.7%
Average	4	3.3%
Bad	4	3.3%
Very bad	1	0.8%

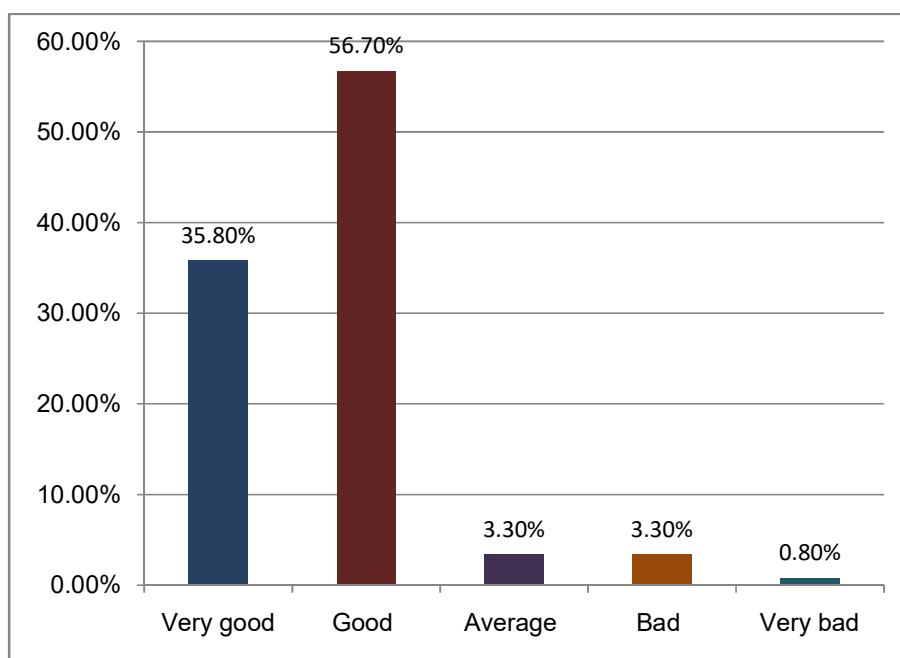


Chart no.4.1.20 Training and development program

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 35.8% of the respondent choose (a) Very good, 56.7% of the respondents choose (b) Good, 3.3% of the respondents choose (c) Average, 3.3% of the respondents choose (d) Bad, 0.8% of the respondents (e) Very bad.

Table no.4.1.21 Frequency of training

FREQUENCY TRAINING	OF	NO.OF RESPONDENTS	PERCENTAGE
Weekly		56	46.7%
Monthly		41	34.2%
3 months once		14	11.7%
6 months once		9	7.5%

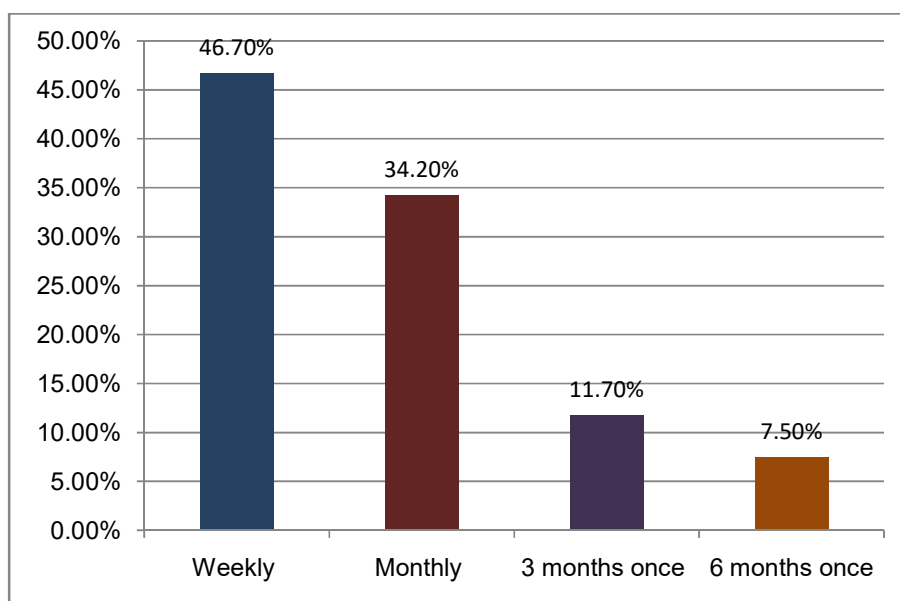


Chart no.4.1.21 Frequency of training

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 46.7% of the respondents choose (a) Weekly, 34.2% of the respondents choose (b) Monthly, 11.7% of the respondent choose (c) 3months once, 7.5% of the respondents choose (d) 6 months once.

Table no.4.1.22 Method of training

TYPES OF TRAINING METHOD	NO.OF RESPONDENTS	PERCENTAGE
On the job	17	14.2%
Off the job	26	21.7%
Both	77	64.2%

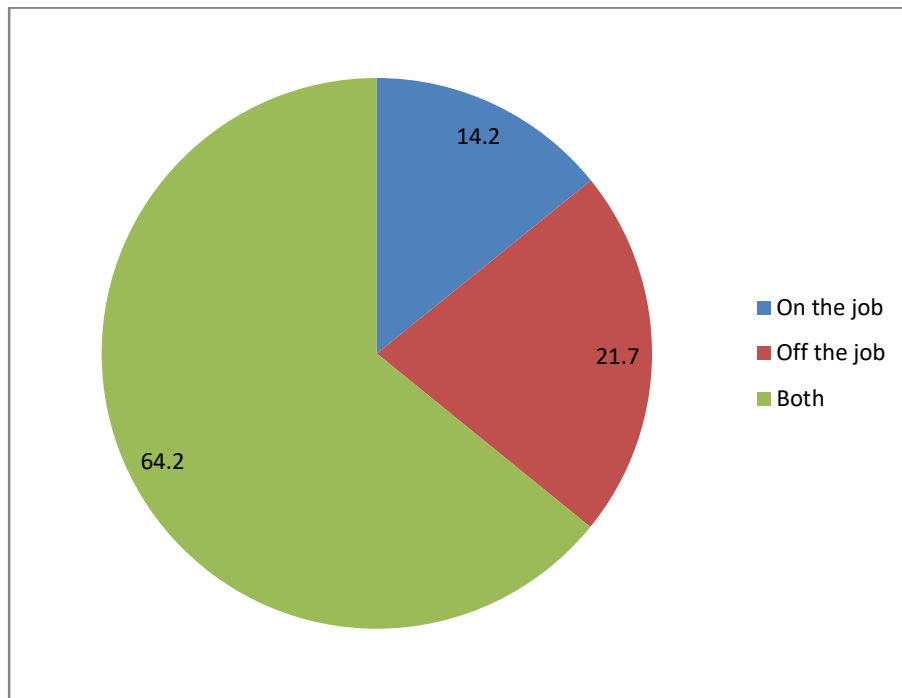


Chart no.4.1.22 Method of training

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 14.2% of the respondents choose (a) On the job, 21.7% of the respondents choose (b) off the job, 64.2% of the respondents choose (c) Both.

Table no.4.1.23 Persue higher study

HIGHER STUDY	NO.OF RESPONDENTS	PERCENTAGE
Yes	76	63.3%
No	8	6.7%
Occasionally	36	30%

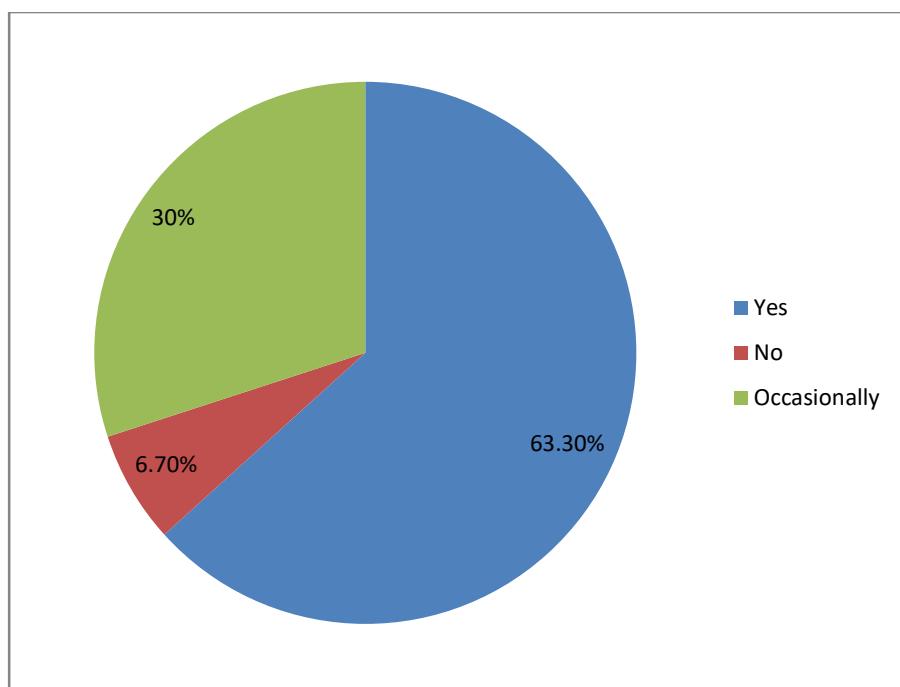


Chart no.4.1.23 Persue higher study

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 63.3% of the respondents choose (a) Yes, 6.7% of the respondents choose (b) No, 30% of the respondents choose (c) Occasionally.

Table no.4.1.24 Factor contributing to promotion

FACTORS CONTRIBUTING PROMOTION	NO.OF RESPONDENTS	PERCENTAGE
Years of service	30	25%
Discipline	25	20.8%
Leadership	54	45%
Vacancy	11	9.2%

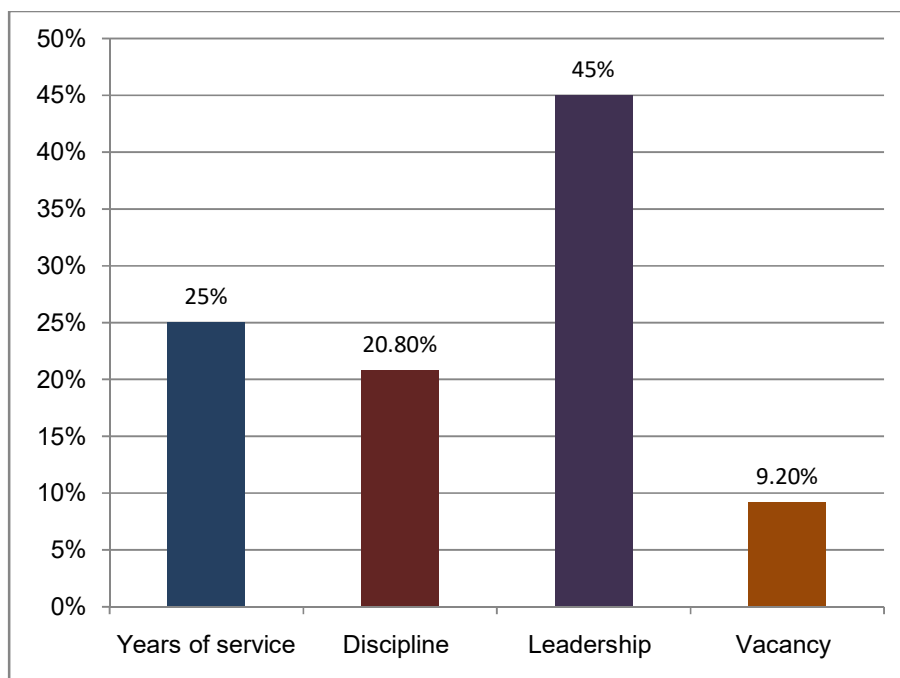


Chart no.4.1.24 Factor contributing to promotion

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 25% of the respondents choose a) years of experience, 20.8% of the respondents choose b) discipline, 45% of the respondents choose c) leadership, 9.2% of the respondents choose d) vacancy.

Table no.4.1.25 Promoted since joined

PROMOTED JOINING	SCIENCE	NO.OF RESPONDENTS	PERCENTAGE
1-2 times		41	34.2%
3-4 times		21	17.5%
Over 5 times		10	8.3%
None		48	40%

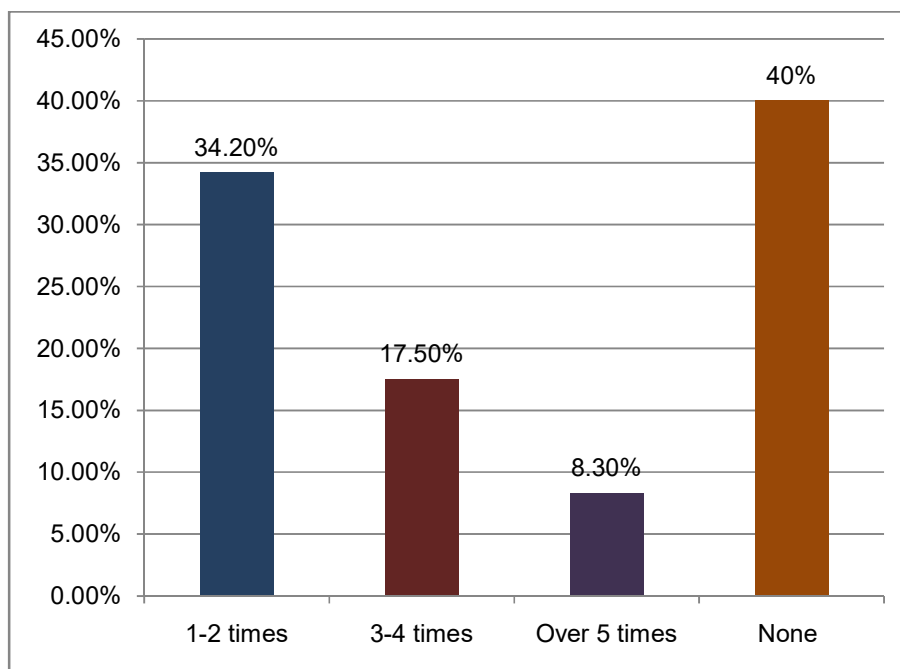


Chart no.4.1.25 Promoted since joined

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 34.2% of the respondent choose (a) 1-2 times, 17.5% of the respondents choose (b) 3-4 times, 8.3% of the respondents choose (c) Over 5 times, 40% of the respondents choose (d) None.

Table no.4.1.26 Performance satisfaction

PERFORMANCE SATISFACTION	NO.OF RESPONDENTS	PERCENTAGE
Highly satisfied	27	22.5%
Satisfied	74	61.7%
Neither satisfied or dissatisfied	9	7.5%
Dissatisfied	5	4.2%
Highly dissatisfied	5	4.2%

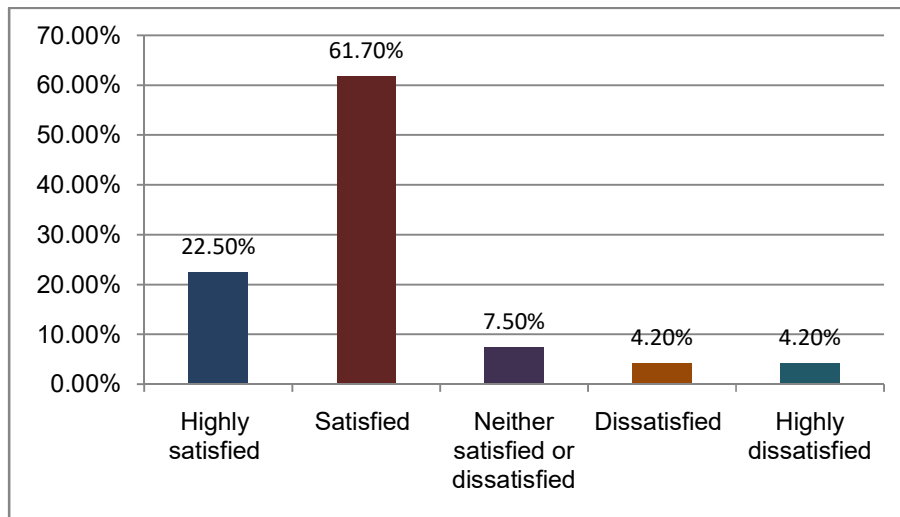


Chart no.4.1.26 Performance satisfaction

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 22.5% of the respondents choose (a) Highly satisfied, 61.7% of the respondents choose (b) Satisfied, 7.5% of the respondents choose (c) Neither satisfied or dissatisfied, 4.2% of the respondents choose (d) Dissatisfied, 4.2% of the respondents choose (e) Highly Dissatisfied.

Table no.4.1.27 Relationship with co-workers

RELATIONSHIP WITH CO-WORKERS	NO.OF RESPONDENTS	PERCENTAGE
Very good	32	26.7%
Good	66	55%
Neutral	17	14.2%
Bad	3	2.5%
Very bad	2	1.7%

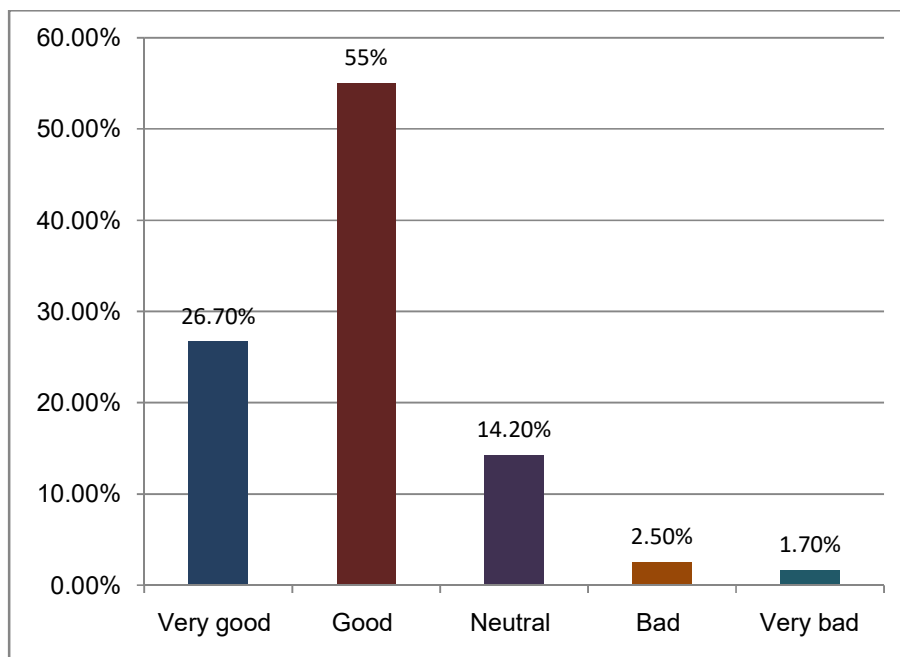


Chart no.4.1.27 Relationship with co-workers

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 26.7% of the respondents choose (a) Very good, 55% of the respondents choose (b) Good, 14.2% of the respondents choose (c) Neutral, 2.5% of the respondents choose (d) Bad, 1.7% of the respondents choose (e) Very bad.

Table no.4.1.28 Satisfaction with HR department

EFFORTS OF HR DEPARTMENT	NO.OF RESPONDENTS	PERCENTAGE
Highly satisfied	37	30.8%
Satisfied	57	47.5%
Neither satisfied or dissatisfied	14	11.7%
Dissatisfied	7	5.8%
Highly dissatisfied	5	4.2%

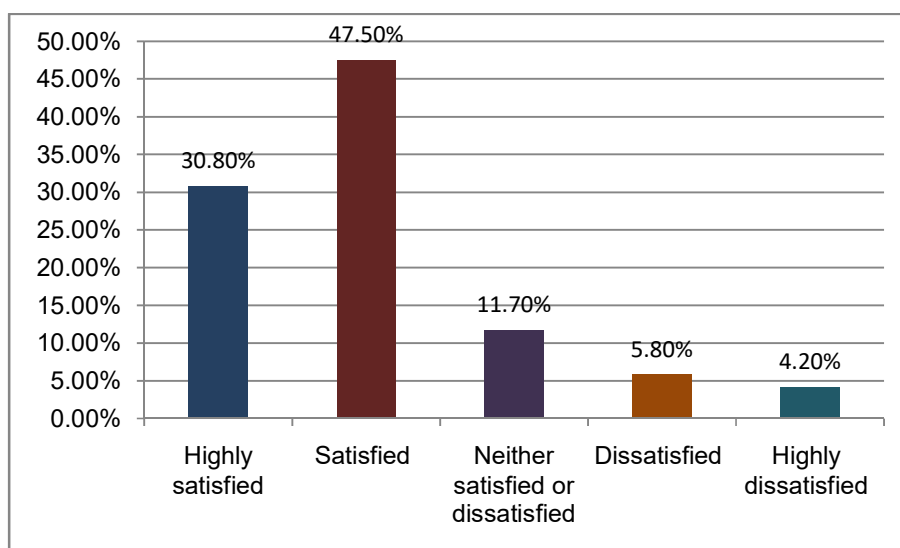


Chart no.4.1.28 Satisfaction with HR department

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 30.8% of the respondents choose (a) Highly satisfied, 47.5% of the respondents choose (b) Satisfied, 11.7% of the respondents choose (c) Neither satisfied or dissatisfied, 5.8% of the respondents choose (d) Dissatisfied, 4.2% of the respondents choose (e) Highly dissatisfied.

STATISTICAL TOOL:

4.2 CHI -SQUARE TEST:

CHI-SQURE TEST is taken for Gender and Rewards system between the employee

HO= There is no significance difference between satisfaction of the service provided the period of guarantee offered

H1= There is significance difference between satisfaction of the service provided the period of guarantee offered

THEORITICAL TABLE:

Rewards	Male	Female	Total	P value
Pay rise	38	16	54	0.45
Benefits	2	8	10	0.08333333
Incentives	10	9	19	0.15833333
Recognition	20	17	37	0.30833333
Total	70	50	120	

EXPERIMENTAL TABLE:

Rewards	Column 2	Column 3
Pay rise	31.5	22.5
Benefits	5.83333333	4.16666667
Incentives	11.08333333	7.91666667
Recognition	21.58333333	15.41666667
P value		0.02036676

INFERENCE:

P value: 0.02036676 < 0.05

From this chi square analysis we conclude that there is no significant amount of difference with respect to rewards given to male and female. So we except (**H0**)

4.3 CORRELATION TEST:

Correlation test is taken for the Age of the respondents and there Education qualification

HO= There is no significance difference between satisfaction of the service provided the period of guarantee offered

H1= There is significance difference between satisfaction of the service provided the period of guarantee offered

Theoretical table:

Age	Below HSC	HSC	Diploma	UG	PG
63	2	5	14	39	3
41	0	0	3	33	5
4	0	0	0	2	2
8	0	0	0	4	4
4	0	0	0	1	3

Experimental table:

Column 1	Age	Below HSC	HSC	Diploma	UG	PG
Age	1					
Below HSC	0.814482	1				
HSC	0.814482	1	1			
Diploma	0.919141	0.97680296	0.976803	1		
UG	0.983547	0.697530667	0.697531	0.83428805	1	
PG	0.311275	-0.19611614	-0.19612	-0.0289157	0.42926	1

INFERENCE:

From this Correlation test we conclude that there is no significant amount of difference with respect to rewards given to male and female. So we except (**H0**)

4.4 ANOVA TEST:

ANOVA test is taken for Gender and Income of the employee

HO= There is no significance difference between satisfaction of the service provided the period of guarantee offered

H1= There is significance difference between satisfaction of the service provided the period of guarantee offered

TABLE VALUES:

Income	Male	Female
8000-15000	20	3
15000-20000	21	25
25000-35000	19	19
Above 35000	10	3

SINGLE FACTOR:

SUMMARY				
Groups	Count	Sum	Average	Variance
Male	4	70	17.5	25.6666667
Female	4	50	12.5	126.333333

ANOVA:

Source of variation	SS	DF	MS	F	P-value	F crit
Between Groups	50	1	50	0.65789474	0.44827527	5.98737758
Within Groups	456	6	76			
Total	506	7				

INFERENCE:

0.44827527 > 0.05

We reject the null hypothesis there is significant difference in the table. So we need more data to interpret the result. So as a result (H1)

CHAPTER – 5

FINDINGS AND SUGGESTIONS

5.1 FINDINGS

- From the above analysis out of 120 respondents 58% of the respondents are male, 42% of the respondents are Female.
- From the above analysis out of 120 respondents 53% of the respondents choose (a) 20-25 years, 34.4% of the respondents choose (b) 26-30 years, 3% of the respondents choose (c) 31-35 years, 6.6% of the respondents choose (d) 36-40 years, 3% of the respondents choose (e) above 40.
- From the above analysis out of 120 respondents 51.7% of the respondents choose (a) married, 48.3% of the respondents choose (b) Unmarried.
- From the above analysis out of 120 respondents 1.7% of the respondents choose (a) Below HSC, 4.2% of the respondents choose (b) HSC, 14.2% of the respondents choose (c) Diploma, 65.8% of the respondents choose (d) UG, 14.2% of the respondents choose (e) PG.
- From the above analysis out of 120 respondents 63.3% of the respondents choose (a) 0-5 years, 23.3% of the respondents choose (b) 6-10 years, 10% of the respondents choose (c) 10-15 years, 1.7% of the respondents choose (d) 16-20 years, 1.7% of the respondents choose (e) more than 20 years.
- From the above analysis out of 120 respondents 19.2% of the respondents choose (a) 8000-15000, 38.3% of the respondents choose (b) 15000-25000, 31.7% of the respondents choose (c) 25000-35000, 10.8% of the respondents choose (d) above 35000.
- From the above analysis out of 120 respondents 63.3% of the respondents have choose (a) 2000-3000, 20.8% of the respondents have choose (b) 3000-4000, 8.3% of the respondents have choose (c) 4000-5000, 7.5% of the respondents have choose (d) 5000 and above.

- From the above analysis out of 120 respondents 47.5% of the respondents choose (a) Very good, 44.2% of the respondents choose (b) Good, 7.5% of the respondents choose (c) Neutral, 0.8% of the respondents choose (d) Bad, 0 of them choose (e) Very bad.
- From the above analysis out of 120 respondents 16.7% of the respondents choose (a) Most of the time, 37.5% of the respondents choose (b) Sometimes, 29.2% of the respondents choose (c) Rarely, 16.2% of the respondents choose (d) Not at all.
- From the above analysis out of 120 respondents 3.3% of the respondents choose (a) Strongly oppose, 3.3% of the respondents choose (b) Somewhat oppose, 16.7% of the respondents choose (c) Neutral, 41.7% of the respondents choose (d) Somewhat favour, 35% of the respondents choose (e) Strongly favour.
- From the above analysis out of 120 respondents 35% of the respondents choose (a) Financial incentives, 3.3% of the respondents choose (b) Non financial incentives, 61.7% of the respondents choose (c) Both.
- From the above analysis out of 120 respondents 21.7% of the respondents choose (a) Highly satisfied, 32.5% of the respondents choose (b) Satisfied, 40% of the respondents choose (c) Neutral, 4.2% of the respondents choose (d) Dissatisfied, 1.7% of the respondents choose (e) Highly dissatisfied.
- From the above analysis out of 120 respondents 86.7% of the respondents choose (a) Influence, 7.5% of the respondents choose (b) Does not influence, 5.8% of the respondents choose (c) No opinion.
- From the above analysis out of 120 respondents 44.2% of the respondents have choose a) Pay rise, 8.3% of the respondents have choose b) Benefits, 19.2% of the respondents have choose c) Incentives, 28.3% of the respondents have choose d) Recognition.
- From the above analysis out of 120 respondents 34.2% of the respondents choose (a) Strongly agree, 55.8% of the respondents choose (b) Agree, 5.8% of the respondents choose (c) Neither agree or disagree, 1.7% of the

respondents choose (d) Disagree, 2.5% of the respondents choose (e) Strongly disagree.

- From the above analysis out of 120 respondent's 28.3% of the respondents choose a) Good salary, 19.2% of the respondents choose b) Job security, 24.2% of the respondents have choose c) Opportunity for advances, 18.3% of the respondents have choose d) Good working condition, 10% of the respondents choose e) Promotion.
- From the above analysis out of 120 respondents 22.5% of the respondents choose (a) Reduce conflicts, 43.3% of the respondents choose (b) Quality work, 16.7% of the respondents choose (c) Improved communication, 17.5% of the respondents choose (d) Healthy work place.
- From the above analysis out of 120 respondents 57.5% of the respondents choose (a) Bonus, 20% of the respondents choose (b) health care, 15% of the respondents choose (c) Housing, 7.5% of the respondents choose (d) Commission.
- From the above analysis out of 120 respondents 18.3% of the respondents choose (a) Yes, 39.2% of the respondents choose (b) No, 42.5% of the respondents choose (c) Occasionally.
- From the above analysis out of 120 respondents 35.8% of the respondent choose (a) Very good, 56.7% of the respondents choose (b) Good, 3.3% of the respondents choose (c) Average, 3.3% of the respondents choose (d) Bad, 0.8% of the respondents (e) Very bad.
- From the above analysis out of 120 respondents 46.7% of the respondents choose (a) Weekly, 34.2% of the respondents choose (b) Monthly, 11.7% of the respondent choose (c) 3months once, 7.5% of the respondents choose (d) 6 months once.
- From the above analysis out of 120 respondents 14.2% of the respondents choose (a) On the job, 21.7% of the respondents choose (b) off the job, 64.2% of the respondents choose (c) Both.

- From the above analysis out of 120 respondents 63.3% of the respondents choose (a) Yes, 6.7% of the respondents choose (b) No, 30% of the respondents choose (c) Occasionally.
- From the above analysis out of 120 respondents 25% of the respondents choose a) years of experience, 20.8% of the respondents choose b) discipline, 45% of the respondents choose c) leadership, 9.2% of the respondents choose d) vacancy.
- From the above analysis out of 120 respondents 34.2% of the respondent choose (a) 1-2 times, 17.5% of the respondents choose (b) 3-4 times, 8.3% of the respondents choose (c) Over 5 times, 40% of the respondents choose (d) None.
- From the above analysis out of 120 respondents 22.5% of the respondents choose (a) Highly satisfied, 61.7% of the respondents choose (b) Satisfied, 7.5% of the respondents choose (c) Neither satisfied or dissatisfied, 4.2% of the respondents choose (d) Dissatisfied, 4.2% of the respondents choose (e) Highly Dissatisfied.
- From the above analysis out of 120 respondents 26.7% of the respondents choose (a) Very good, 55% of the respondents choose (b) Good, 14.2% of the respondents choose (c) Neutral, 2.5% of the respondents choose (d) Bad, 1.7% of the respondents choose (e) Very bad.
- From the above analysis out of 120 respondents 30.8% of the respondents choose (a) Highly satisfied, 47.5% of the respondents choose (b) Satisfied, 11.7% of the respondents choose (c) Neither satisfied or dissatisfied, 5.8% of the respondents choose (d) Dissatisfied, 4.2% of the respondents choose (e) Highly dissatisfied.

5.2 SUGGESTION

- The art of mentoring and counseling must be taught to the managers
- The management must involve the suggestion of the employee before formulating and implementing any plans and policy
- The employee must be rewarded at the right time for his/her efforts it create a positive impact and encourages them to work more
- Communication must be fluent so that the message is understood from top level to bottom level
- Keeping track of employee training progress must be done by managers in order to know the training efficiency.

CHAPTER- 6

6.1 SUMMARY

This study demonstrates that the selected company (Murugappa Morgan Thermal Ceramics LTD) appropriately applied positive motivation to make its employees perform extremely well. It also discovered that there is a strong relationship between motivation and employee performance. The type of motivation determined the level of performance of the employee. When positive motivation was skilfully and effectively applied, the level of employee performance increased and vice versa.

6.2 CONCLUSION

For an organization to establish itself in the long run and compete with others it must have a good foundation, for this to happen quality employee must be recruited and retained. This paper shows factors that influence employee satisfaction and the training given to them for further development of employee that benefits the organization as well

Promotion, job Satisfaction and Reward have a positive influence over the employee

Motivated employees not only do their work efficiently but also have encouraged others to do as so this improves performance of the business and productivity. They set the standard of work by doing work more than expected from them.

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IMPACT OF MOTIVATION STRATEGIES ON EMPLOYEE PERFORMANCE

6.4 QUESTIONNAIRE (APPENDIX-1)

Name of the respondent:

- 1) Gender of the respondent
 - a. Male
 - b. Female
- 2) Age of the respondent
 - a. 20-25 years
 - b. 26-30 years
 - c. 31-35 years
 - d. 36-40 years
 - e. Above 40
- 3) Marital status
 - a. Married
 - b. Unmarried
- 4) Educational qualification
 - a. Below HSC
 - b. HSC
 - c. Diploma
 - d. UG
 - e. PG
- 5) Your experience with the firm
 - a. 0-5 years
 - b. 6-10 years
 - c. 10-15 years
 - d. 16-20 years
 - e. More than 20 years
- 6) What is your salary per month
 - a. 8000-15000
 - b. 15000-25000
 - c. 25000-35000

- d. Above 35000
- 7) What is the amount of compensation paid to you per month
 - a. 2000-3000
 - b. 3000-4000
 - c. 4000-5000
 - d. 5000 and above
- 8) What are your thoughts on the company infrastructure
 - a. Very good
 - b. Good
 - c. Neutral
 - d. Bad
 - e. Very bad
- 9) Are you able to show your true potential in the work?
 - a. Most of the time
 - b. Some times
 - c. Rarely
 - d. Not at all

Important factors needed to motivate employee

- 10) Is the management really interested in motivating the employees?
 - a. Strongly oppose
 - b. Somewhat oppose
 - c. neutral
 - d. Somewhat favour
 - e. Strongly favour
- 11) Which type of incentives motivates you more?
 - a. Financial incentives
 - b. Non financial incentives
 - c. Both
- 12) Are you satisfied with the incentives provided by the organization
 - a. Highly satisfied
 - b. Satisfied

- c. Neutral
 - d. Dissatisfied
 - e. Highly dissatisfied
- 13) Do you think that the incentives and other benefits has a impact on your performance
- a. Influence
 - b. Does not influence
 - c. No opinion
- 14) What are the reward system employed by your organization as a strategy to motivate employee
- a. Pay rise
 - b. Benefits
 - c. Incentives
 - d. Recognition
- 15) "The performance payoff must be a major not minor, piece of the total compensation package"
- a. Strongly agree
 - b. Agree
 - c. Neither agree or disagree
 - d. Disagree
 - e. Strongly disagree
- 16) The following are some of the motivational factors according to you which one is the best one
- a. Good salary
 - b. Job security
 - c. Opportunity for advancement
 - d. Good working environment
 - e. Promotion
- 17) According to you how does good working condition affect the employee motivation in your organization?
- a. Reduces conflicts
 - b. Quality work
 - c. Improved communication
 - d. Healthy workplace

- 18) Which among the financial incentives do you prefer
- a. Bonus
 - b. Health care
 - c. Housing
 - d. Commission
- 19) Does the management involve your ideas while making any decision that are connected to your department
- a. Yes
 - b. No
 - c. Occasionally
- 20) How well is your training and development program
- a. Very good
 - b. Good
 - c. Average
 - d. Bad
 - e. Very bad
- 21) What is the frequency of training offered to you
- a. Weekly
 - b. Monthly
 - c. months once
 - d. 6 months once
- 22) What kind of training method do you prefer?
- a. On the job
 - b. Off the job
 - c. Both
- 23) Does the top management encourage you to peruse higher study
- a. Yes
 - b. No
 - c. Occasionally

Effect of promotion in job

- 24) What according to you is factor contributing to promotion of employee

- a. Years of service
- b. Discipline
- c. Leadership
- d. Vacancy

25) How many times have you been promoted since you joined?

- a. 1-2 times
- b. 3-4 times
- c. Over 5 times
- d. None

Employee satisfaction on the interpersonal relationship

26) Are you satisfied with your performance and your team members' performance

- a. Highly satisfied
- b. Satisfied
- c. Neither satisfied or dissatisfied
- d. Dissatisfied
- e. Highly dissatisfied

27) How well is your relationship between your co workers

- a. Very good
- b. Good
- c. Neutral
- d. Bad
- e. Very bad

28) Are you satisfied with the efforts of the HR department

- a. Highly satisfied
- b. Satisfied
- c. Neither satisfied or dissatisfied
- d. Dissatisfied
- e. Highly dissatisfied

6.5 ARTICLE (APPENDIX-2)

IMPACT OF MOTIVATION STRATEGIES ON EMPLOYEE PERFORMANCE IN RANIPET

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ABSTRACT

Every organization has rewards and reward system to attract and retain their high performing employees. This study examined the influence of training and development, recognition and reward, working environment and leadership on employee satisfaction in Private Company in Ranipet districts Tamilnadu the study adopted descriptive research design by taking the primary data that is collected directly from main sources by survey method. Primary data are usually collected from the source—where the data originally originates from and are regarded as the best kind of data in research. The study targets 120 employees this study investigate the relationship between motivation and the level of employee performance. This study is conducted on the employee's from the top level to the bottom level of the company. The study has one primary objective and three secondary objectives: (Primary objective) To study the important factors which are needed to motivate employee, (Secondary objectives) To study the effect of promotion in job, To measure the employee satisfaction on the interpersonal relationship exist in the organization, To study relationship between rewards and performance. For employees to work efficiently certain strategy need to be implemented this is where Strategic human resource management (SHRM) plays an important role this concept helps to determine what kind of skill set is needed to complete the task in hand, this helps to determine the availability of the skill set its just like keeping a stock of materials for future use and recruiting the employee with the required skill set if

necessary. Employee not only get motivated solely by money but also from the non monetary benefits as well, the term movement of work means completion of given task that is given to the employee while motivation is when the employee goes an extra mile to complete the work and do extra work that was given to them this extra efforts of employee is very much appreciated by the organization and those who do this are setting an example for other employee to work hard and achieve what they have done by raising the bar higher and higher the employee create a competitive environment in the work place, all this is possible only through motivation

Key words: Employee motivation, performance, satisfaction, SHRM, bench mark

INTRODUCTION:

For an organization to run efficiently it must have people, process technology this three from a wheel and are dependent on one another if any one of the factors fail to fulfil its purpose the entire process will collapse. An organization has to establish a good relationship with people who are working for it for this to happen it must know the employee needs and wants it must be through with the pulls beat of the employee.

Employees are the people working in the organization, for the work in the organization to run smoothly employee play a very important role. Employee act as a life stream for the organization. For every relationship to be successful it is important they communicate the communication between the employee and the employer should clear only then the idea of the employer could be transitioned into the finished product or services.

For an organization to achieve its objective, it must have certain planned human resources in a uniform manner this is where the concept of strategic human resources is used it helps the company to reach its target. By influencing the behaviour of the employee through organization culture and norms organization accomplish what it wants.

For a machine to work efficiently it must be serviced and maintained from time to time for its long life ahead same goes for the employee working in the organization they must update them self for the changing environment and the new technology that is entering into the market for this to happen employer must conduct proper

training program and keep on monitoring their growth and areas of improvement, the frequency of the training must be decided based on the employee work experience and how well he/she implements on their work

For a dissatisfied employee to get satisfied and increase their performance is through reward system, bonus, incentives and promotion in terms of financial aspect. Non financial aspect include award, recognition, reassignment etc in order for the organization to have a comparative edge in the market in must be able to retain quality employee that set a bench mark in terms work they do, it is a important character of a leader for further development of this character proper training must be provided the employee must be given chance to grow it could be in terms of higher education or developing certain skill the goal is to development of employee, it is the commitment of the top management towards there employee for their development it could occur in terms of the way they treat their employee when they come with their issue and the way they solve their problem

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- ❖ To study the important factors which are needed to motivate employee

SECONDARY OBJECTIVE

- ❖ To study the effect of promotion in job
- ❖ To measure the employee satisfaction on the interpersonal relationship exist in the organization
- ❖ To study relationship between rewards and performance

REVIEW OF LITRATURE

Kreitner, R (1995)

Money was considered an important aspect of production of goods and services in the early 20th century. But after a series of researches done by Elton Mayo in (1924-1932) at the work place of “Hawthorne works of the American Western Electric Company in Chicago” which is called (Hawthorne studies), it was perceive that money is not only the sole motivating factor for the employee but the employee

behaviour with one another also play a vital role. The human relationship approach was begun by “Hawthorne”, Bedeian in 1993 had said motivation and needs of employee become the primary focus of managers. This helped in formation of many other theories’s that was coming in future as this theory acted as a base for it.

Kreitner, R., & Kinicki, A (1998)

There are different definition of motivation by many disciplines in the community ranging from the field of management, psychology to allied sciences which is said by Kreitner and Kinicki in 1998, motivation is a derivation of a Latin word “Movere” which means to move.

Mole, A (1992)

Movement and motivation term has been differentiated by However Mole in 1992. He described movement as carrying out a task for compensation while motivation is described as voluntary involvement for carrying out the task.

Huczynski, A.A & Buchanan, D.A (1991)

In the words of Huczynski and Buchanan motivation has been defined as a decision making method in which individual choose desired outcomes and sets in motion the behaviours suitable for it, in the words of Linder (2004) motivation is a psychological that gives behaviour its purpose

METHODS AND MATERIALS

RESEARCH METHODOLOGY

The process of investigating the chosen topic is called research methodology. At first problem is known carefully by conducting research, there should be a proper plan for the research no research is possible, after all this analysis is made to derive solution.

Primary data

The data that is collected directly from the source that is from people from interviews and questioner is called primary data

Secondary data

The data that is collected from the research of others and from the books that is published is called secondary data

STATISTICAL TOOL

The collected data has been created using Google forms and Microsoft Excel that shows the result in a pie chart format and percentage. In excel the following methods are used

- ❖ Correlation
- ❖ Chi-square
- ❖ ANOVA test

RESULTS AND DISCUSSION

Table no.1 Gender of the respondents

GENDER	NO.OF RESPONDENTS	PERCENTAGE
Male	70	50%
Female	50	42%

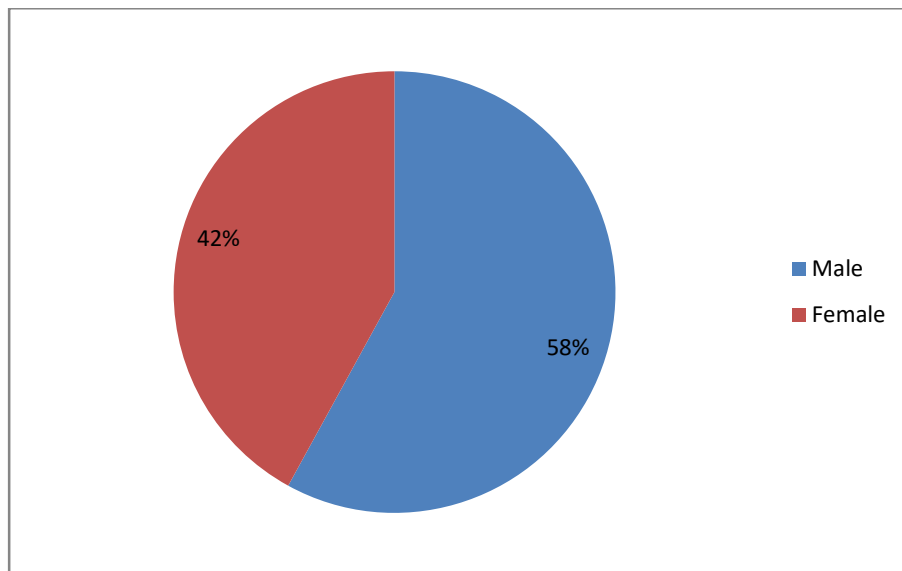


Chart no.1 Gender of the respondents

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 58% of the respondents are male, 42% of the respondents are Female.

Table no.2 Reward system

REWARD SYSTEM	NO.OF RESPONDENTS	PERCENTAGE
Pay rise	53	44.2%
Benefits	10	8.3%
Incentives	23	19.2%
Recognition	34	28.3%

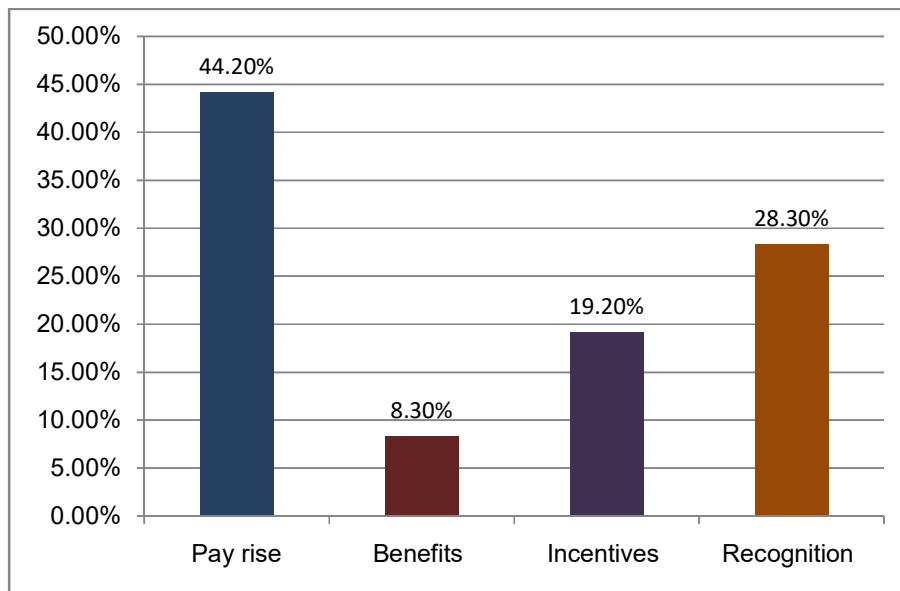


Chart no.2 Reward system

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 44.2% of the respondents have choose a) Pay rise, 8.3% of the respondents have choose b) Benefits, 19.2% of the respondents have choose c) Incentives, 28.3% of the respondents have choose d) Recognition.

Table no.3 Age of the respondents

AGE	NO.OF RESPONDENTS	PERCENTAGE
20-25 years	63	53%
26-30 years	41	34.4%
31-35 years	4	3%
36-40 years	8	6.6%
Above 40	4	3%

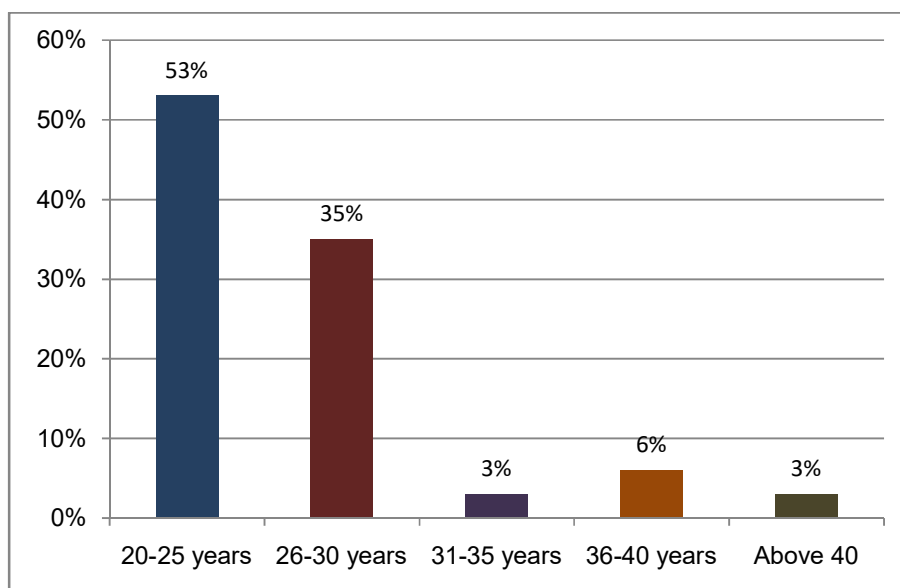


Chart no.3 Age of the respondents

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 53% of the respondents choose (a) 20-25 years, 34.4% of the respondents choose (b) 26-30 years, 3% of the respondents choose (c) 31-35 years, 6.6% of the respondents choose (d) 36-40 years, 3% of the respondents choose (e) above 40.

Table no.4 Educational qualification

EDUCATIONAL QUALIFICATION	NO.OF RESPONDENTS	PERCENTAGE
Below HSC	2	1.7%
HSC	5	4.2%
Diploma	17	14.2%
UG	79	65.8%
PG	17	14.2%

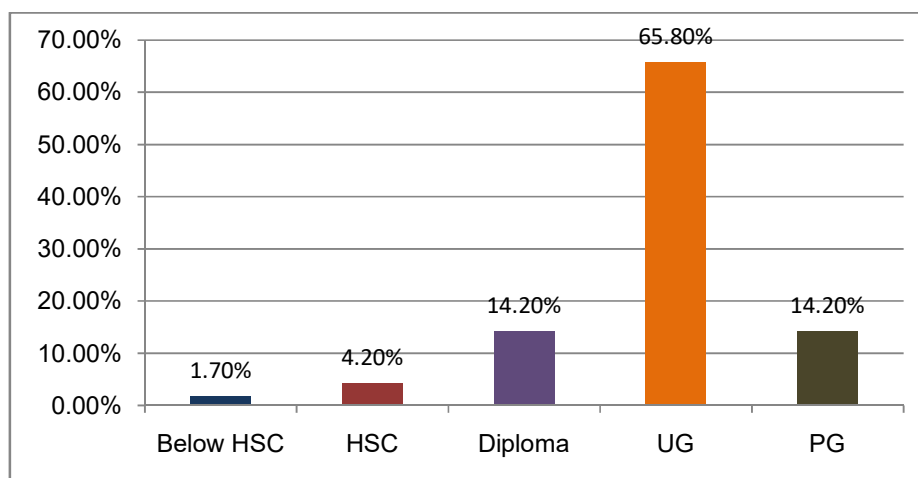


Chart no.4 Educational qualification

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 1.7% of the respondents choose (a) Below HSC, 4.2% of the respondents choose (b) HSC, 14.2% of the respondents choose (c) Diploma, 65.8% of the respondents choose (d) UG, 14.2% of the respondents choose (e) PG.

Table no.5 Salary per month

SALARY PER MONTH	NO.OF RESPONDENTS	PERCENTAGE
80000-15000	23	19.2%
15000-25000	46	38.3%
25000-35000	38	31.7%
Above 35000	13	10.8%

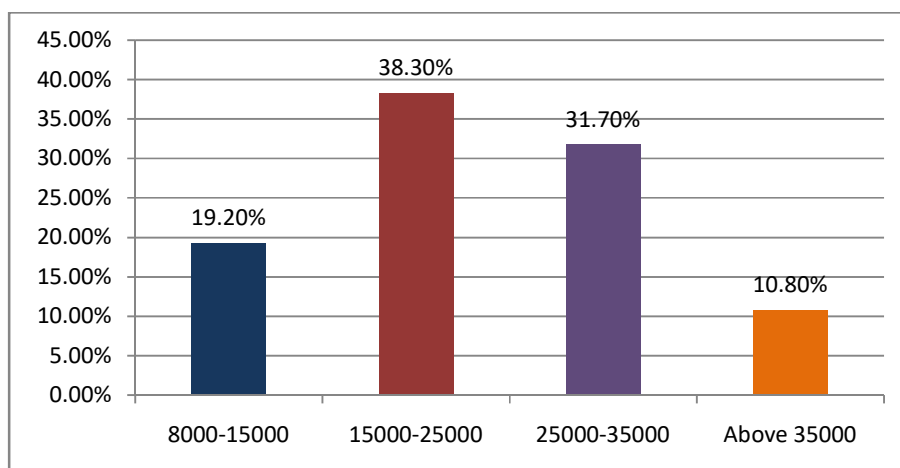


Chart no.5 Salary per month

INTERPRETATION

From the above table it is interpreted that out of 120 respondents 19.2% of the respondents choose (a) 8000-15000, 38.3% of the respondents choose (b) 15000-25000, 31.7% of the respondents choose (c) 25000-35000, 10.8% of the respondents choose (d) above 35000.

CHI -SQUARE TEST:

CHI-SQURE TEST is taken for Gender and Rewards system between the employee

HO= There is no significance difference between satisfaction of the service provided the period of guarantee offered, H1= There is significance difference between satisfaction of the service provided the period of guarantee offered

THEORITICAL TABLE:

Rewards	Male	Female	Total	P value
Pay rise	38	16	54	0.45
Benefits	2	8	10	0.08333333
Incentives	10	9	19	0.15833333
Recognition	20	17	37	0.30833333
Total	70	50	120	

EXPERIMENTAL TABLE:

Rewards	Column 2	Column 3
Pay rise	31.5	22.5
Benefits	5.83333333	4.16666667
Incentives	11.0833333	7.91666667
Recognition	21.5833333	15.4116667
P value		0.02036676

INFERENCE:

P value: 0.02036676 < 0.05

From this chi square analysis we conclude that there is no significant amount of difference with respect to rewards given to male and female. So we except (**H0**)

CORRELATION TEST:

Correlation test is taken for the Age of the respondents and there Education qualification

HO= There is no significance difference between satisfaction of the service provided the period of guarantee offered, H1= There is significance difference between satisfaction of the service provided the period of guarantee offered

Theoretical table:

Age	Below HSC	HSC	Diploma	UG	PG
63	2	5	14	39	3
41	0	0	3	33	5
4	0	0	0	2	2
8	0	0	0	4	4
4	0	0	0	1	3

Experimental table:

Column 1	Age	Below HSC	HSC	Diploma	UG	PG
Age	1					
Below HSC	0.814482	1				
HSC	0.814482	1	1			
Diploma	0.919141	0.97680296	0.976803	1		
UG	0.983547	0.697530667	0.697531	0.83428805	1	
PG	0.311275	-0.19611614	-0.19612	-0.0289157	0.42926	1

INFERENCE:

From this Correlation test we conclude that there is no significant amount of difference with respect to rewards given to male and female. So we except (**H0**)

ANOVA TEST:

ANOVA test is taken for Gender and Income of the employee

HO= There is no significance difference between satisfaction of the service provided the period of guarantee offered, H1= There is significance difference between satisfaction of the service provided the period of guarantee offered

TABLE VALUES:

Income	Male	Female
8000-15000	20	3
15000-20000	21	25
25000-35000	19	19
Above 35000	10	3

SINGLE FACTOR:

SUMMARY				
Groups	Count	Sum	Average	Variance
Male	4	70	17.5	25.6666667
Female	4	50	12.5	126.333333

ANOVA:

Source of variation	SS	DF	MS	F	P-value	F crit
Between Groups	50	1	50	0.65789474	0.44827527	5.98737758
Within Groups	456	6	76			
Total	506	7				

INFERENCE:

$0.44827527 > 0.05$

We reject the null hypothesis there is significant difference in the table. So we need more data to interpret the result. So as a result (H1)

CONCLUSION

For an organization to establish itself in the long run and compete with others it must have a good foundation, for this to happen quality employee must be recruited and retained. This paper shows factors that influence employee satisfaction and the training given to them for further development of employee that benefits the organization as well

Promotion, job Satisfaction and Reward have a positive influence over the employee

Motivated employees not only do their work efficiently but also have encouraged others to do as so this improves performance of the business and productivity. They set the standard of work by doing work more than expected from them.

REFERENCE

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