

**A study on organizational motivation towards employee**

**Performance and commitment in TVS supply**

**Chain solution limited**

Submitted in partial fulfillment of the requirements for the award of

**Master of Business Administration**

by

**TRIYAMBIKA JS**

**Register No. 39410221**



**SCHOOL OF BUSINESS ADMINISTRATION**

**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**

**April - 2021**

# **SATHYABAMA**

INSTITUTE OF SCIENCE AND TECHNOLOGY  
(DEEMED TO BE UNIVERSITY)

Accredited with "A" grade by NAAC I 12B Status by UGC I Approved by AICTE  
Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai - 600 119  
[www.sathyabama.ac.in](http://www.sathyabama.ac.in)

SCHOOL OF BUSINESS ADMINISTRATION

## **BONAFIDE CERTIFICATE**

This is to certify that this Project Report is the bonafide work of TRIYAMBIKA JS  
39410221 who have done the project work entitled **A study on organizational  
motivation towards employee performance and commitment in TVS supply chain  
solution limited** under my supervision from December 2020 to March 2021.

**Dr. N. KUMAR, MA, MPhil, PhD, MBA**

**Internal Guide**

**RESOURCE MANAGER**

**External Guide**

**Dr. BHUVANESWARI G.**

**Dean – School of Business Administration**

---

Submitted for Viva voce Examination held on \_\_\_\_\_.

**Internal Examiner**

**External**

**Examiner**

## **DECLARATION**

I **TRİYAMBIKA JS 39410221** hereby declare that the Project Report entitled **A STUDY ON ORGANIZATIONAL MOTIVATION TOWARDS EMPLOYEE PERFORMANCE AND COMMITMENT IN TVS SUPPLY CHAIN SOLUTION LIMITED** done by me under the guidance of Dr. N. KUMAR, MA, MPhil, PhD, MBA at A study on organizational motivation towards employee performance and commitment in TVS supply chain solution limited is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

**DATE:**

**PLACE:**

**SIGNATURE OF THE CANDIDATE**

## **ACKNOWLEDGEMENT**

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. BHUVANESWARI G.**, Dean, School of Business Administration and **Dr. Palani A.**, Head, School of Business Administration for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr. N. KUMAR, MA, M.Phil, PhD, MBA** for his valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the School of Business Administration who were helpful in many ways for the completion of the project.

**TRİYAMBIKA JS**

## TABLE OF CONTENTS

CHAPTER NO	TITLE	PAGE NO
	<b>ABSTRACT</b>	
	<b>LIST OF TABLES</b>	
	<b>LIST OF CHARTS</b>	
1	<b>INTRODUCTION</b>	
	1.1 Introduction	
	1.2 Industry profile	
	1.3 Company profile	
	1.4 Need of study	
	1.5 Scope of the study	
	1.6 Objectives of the study	
	1.7 Limitations of study	
2	<b>REVIEW OF LITERATURE</b>	
	2.1 Review of Literature	
3	<b>RESEARCH METHODOLOGY</b>	
	3.1 Research Design	
	3.2 Sampling Method	
	3.3 Sampling size	
	3.4 Data Collection	
	3.5 Research tools	
4	<b>DATA ANALYSIS AND INTERPRETATION</b>	
	4.1 Percentage Analysis	
	4.2 Chi-Square Analysis	
	4.3 Correlation Analysis	
	4.4 Weighted Average Method Analysis	
	4.5 KRUSKAL WALLIS H – TEST Analysis	
5	<b>FINIDINGS SUGGESTIONS AND CONCLUSION</b>	
	5.1 Findings of the study	
	5.2 Suggestions	
	5.3 Conclusion	
	REFERENCES	
	APPENDIX – (Questionnaire)	
	APPENDIX – (Article)	

## **ABSTRACT**

The project mainly focuses on the motivational level of employees towards their work involvement and commitment in TVS Supply Chain Solutions Limited. Motivation is defined as energizing, directing and sustaining employee efforts. A motivated team should be energized and excited about performing tasks.

The main purpose of this study is motivation reflects something unique about each one of us and allows us to gain valued outcomes like improved performance, enhanced well-being, personal growth, or a sense of purpose. Motivation is a pathway to change our way of thinking, feeling, and behaving.

The study was conducted among the employees in the TVS Supply Chain Solutions. Research design adopted for the study was descriptive research design. The sample techniques chosen for this study is a non-probability sampling method. The primary data is collected from 145 respondents through a well-structured questionnaire and the secondary data were collected through journal reports, books etc., The tool which is used for the interpretation is percentage analysis, Chi Square test, Correlation Analysis, Weighted average and Kruskal Wallis H test.

The conclusion of the project mainly aims at knowing the organization that would help the company to know the employee performance and commitment that plays a vital role in growth opportunities, job satisfaction and in appreciation. Work environment contributes towards employee performance to a very great extent. It is a major motivational factor that creates positive attitude among employees in performance and commitment of their work.

## LIST OF TABLES

TABLE NO	PARTICULARS	PAGE NO
4.1.1	gender of respondents	
4.1.2	Age group of respondents	
4.1.3	Highest qualification of respondents	
4.1.4	Marital status of respondents	
4.1.5	Department of respondents	
4.1.6	Designation of respondents	
4.1.7	years of experience of respondents	
4.1.8	organizational motivation results in superior performance of respondents	
4.1.9	Training and development program conducted to improve employee performance	
4.1.10	promotion factor	
4.1.11	Award factor	
4.1.12	Salary and Increment factor	
4.1.13	Workload factor	
4.1.14	Recognition factor	
4.1.15	Type of incentives that motivates you more	
4.1.16	Top management launches HR initiatives to motivate employee	
4.1.17	Showing does the management involve you in decision making which are connected to your department	
4.1.18	job security in the organization is relatively	

4.1.19	Workplace layout environmental factor	
4.1.20	Workstation set-up environmental factor	
4.1.21	Air quality environmental factor	
4.1.22	space environmental factor	
4.1.23	temperature environmental factor	
4.1.24	Learning culture motivational factor	
4.1.25	Interpersonal relations with superior motivational factor	
4.1.26	Interpersonal relations with peers motivational factor	
4.1.27	Effective team motivational factor	
4.1.28	Work condition motivational factor	
4.1.29	competitive environment as a threat to your job	
4.1.30	present working condition	
4.1.31	level of satisfaction with the working culture of the organization	
4.1.32	skill factor	
4.1.33	knowledge factor	
4.1.34	experience factor	
4.1.35	team work factor	
4.1.36	motivation factor	
4.1.37	work stress factor	
4.1.38	work load factor	
4.1.39	working hour factor	



4.1.40	Growth opportunity factor	
4.1.41	Job satisfaction factor	
4.1.42	Organizational policies factor	
4.1.43	Skill enhancement factor	
4.1.44	career growth perspective factor	
4.1.45	work factor	
4.1.46	Responsibilities factor	
4.1.47	employee commitment towards job and organization	
4.2.1	Chi-square test for present working Condition	
4.3.1	Relationship between Commitment and Performance	
4.4.1	Influence on Environmental factors on Job Performance	
4.5.1	Motivation to have strong involvement and commitment	

## LIST OF CHARTS

TABLE NO	PARTICULARS	PAGE NO
4.1.1	gender of respondents	
4.1.2	Age group of respondents	
4.1.3	Highest qualification of respondents	
4.1.4	Marital status of respondents	
4.1.5	Department of respondents	
4.1.6	Designation of respondents	
4.1.7	years of experience of respondents	
4.1.8	organizational motivation results in superior performance of respondents	
4.1.9	Training and development program conducted to improve employee performance	
4.1.10	promotion factor	
4.1.11	Award factor	
4.1.12	Salary and Increment factor	
4.1.13	Workload factor	
4.1.14	Recognition factor	
4.1.15	Type of incentives that motivates you more	
4.1.16	Top management launches HR initiatives to motivate employee	
4.1.17	Showing does the management involve you in decision making which are connected to your department	
4.1.18	job security in the organization is relatively	

4.1.19	Workplace layout environmental factor	
4.1.20	Workstation set-up environmental factor	
4.1.21	Air quality environmental factor	
4.1.22	space environmental factor	
4.1.23	temperature environmental factor	
4.1.24	Learning culture motivational factor	
4.1.25	Interpersonal relations with superior motivational factor	
4.1.26	Interpersonal relations with peers motivational factor	
4.1.27	Effective team motivational factor	
4.1.28	Work condition motivational factor	
4.1.29	competitive environment as a threat to your job	
4.1.30	present working condition	
4.1.31	level of satisfaction with the working culture of the organization	
4.1.32	skill factor	
4.1.33	knowledge factor	
4.1.34	experience factor	
4.1.35	team work factor	
4.1.36	motivation factor	
4.1.37	work stress factor	
4.1.38	work load factor	
4.1.39	working hour factor	

4.1.40	Growth opportunity factor	
4.1.41	Job satisfaction factor	
4.1.42	Organizational policies factor	
4.1.43	Skill enhancement factor	
4.1.44	career growth perspective factor	
4.1.45	work factor	
4.1.46	Responsibilities factor	
4.1.47	employee commitment towards job and organization	

# CHAPTER - 1

## INTRODUCTION:

### 1.1 INTRODUCTION OF THE STUDY:

The study was conducted in the TVS Supply Chain Solutions Limited chennai-600 086. The duration of this study is about three months from (January-March) 2020. The Topic for the study is —**A STUDY ON ORGANIZATIONAL MOTIVATION TOWARDS EMPLOYEE PERFORMANCE AND COMMITMENT IN TVS SUPPLY CHAIN SOLUTIONS LIMITED.**

Motivation is the key to organizational effectiveness. The manager in general has to get the work done through others. These others are human resources who need to be motivated to attain organizational objectives. It is the complex of forces starting and keeping a person at work in an organization.

It is an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium, by satisfying the need.

Motivation refers to the degree of readiness of an organism to pursue some designated goals and implies the determination of the nature and locus of force inducing a degree of readiness. It is an important part of managing process.

Motivation has been referred as a decision making process through which the individual chooses desired outcomes and sets in motion the behaviour appropriate to acquiring them.

Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. A strong positive motivation will enable the increased output of employees but a negative motivation will reduce their performance. A key element in personnel management is motivation.

#### **Definition:**

According to Likert, —It is the core of management which shows that every human being gives him a sense of worth in face-to face groups which are most important to him....A supervisor should strive to treat individuals with dignity and a recognition of their personal worth.

## **Berelson and Steiner**

“A motive is an inner state that energizes, activates, or moves and directs or channels behaviour goals.”

## **Vitales**

“Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to make in a goal-directed pattern towards restoring a state of equilibrium by satisfying the need.”

Motivation is a psychological phenomena which generates within an individual. A person feels the lack of certain needs, to satisfy which he feels working more. The need satisfying ego motivates a person to do better than he normally does.

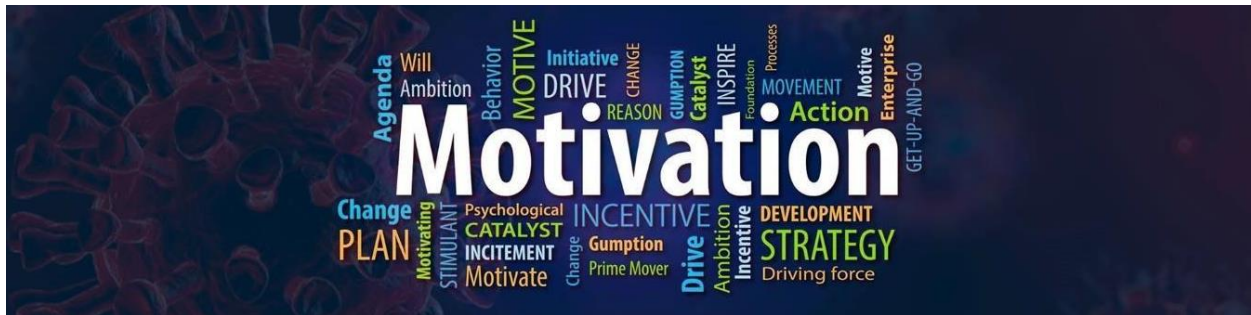
## **From definitions given earlier the following inferences can be derived:**

1. Motivation is an inner feeling which energizes a person to work more.
2. The emotions or desires of a person prompt him for doing a particular work.
3. There are unsatisfied needs of a person which disturb his equilibrium.
4. A person moves to fulfill his unsatisfied needs by conditioning his energies
5. There are dormant energies in a person which are activated by channelizing them into actions.

## **MOTIVATION**

### **Meaning:**

The status or prestige that an employee attaches to his job is a sense of accomplishment in doing a job well and the need to be employed at works in which the worker is interested. The management should identify the factors or needs that motivate the employee and take steps to provide them. It is derived from the term ‘motive’, which means any emotion, need, idea, organic state, which cause motion. Thus, it is clear that the term motivation stands for the term movement. The concept of motivation stands for the term movement.



The concept motivation is mainly psychological. The motives are expressions of a person, needs and personal and internal. Hence motivation relates to these forces within the individual employees or subordinates, which impel them to act or not to act in certain ways. It determines the behaviour of the worker to a great extent. Motivation is the key to organisational effectiveness.

**DEFINITION:**

Motivation refers to the way in which urges, drives, desires, aspirations, striving or needs direct, control or explain the behaviour of human beings.

- Datton E. McFarland

Motivation refers to the degree of readiness of an organism to pursue some designated goals and implies the determination of the nature and locus of force inducing a degree of readiness. It is an important part of managing process.

-Encyclopaedia of Management

**Importance of motivation:**

Motivation is an important part of managing process. A team of highly qualified and motivated employees is necessary for achieving objectives of an organisation because of the following reasons:

- It makes optimum use of available resources for achieving objectives.
- It is directly related to the level of efficiency of employees.
- It makes full use of their energy and other abilities to raise the existing level of efficiency.

- It also makes goal-directed efforts. They are more committed and cooperative or achieving organizational objectives.
- Motivated employees are more loyal and sincere to an organization. It helps in reducing absenteeism and labor turnover.
- It is considered as the backbone of good industrial relations.
- Effectively motivated employees get more job satisfaction and possess high morale.
- It also helps in improving the image of an organization.

**Characteristics of motivation:**

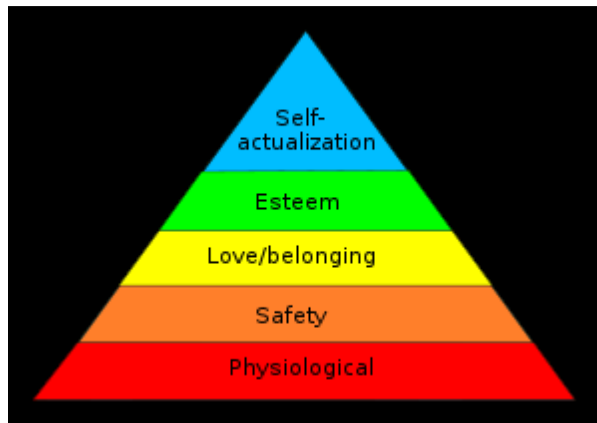
- It is an inner psychological force, which activates and compels the person to behave in a particular manner.
- The motivation process is influenced by personality traits, learning abilities, perception and competence of an individual.
- A highly motivated employee works more efficiently and his level of production tends to be higher than others.
- It originates from the needs and wants of an individual. It is a tension of lacking something in his mind, which forces him to work more efficiently.
- It is also a process of stimulating and channelizing the energy of an individual for achieving set goals.
- It also plays a crucial role in determining the level of performance.
- Highly motivated employees get higher satisfaction, which may lead to higher efficiency.
- Motivating force may differ from individual to individual depending on his personality, needs, competence and other factors.
- The process of motivation helps the manager in analysing and understanding human behaviour and findings but how an individual can be inspired to produce working behaviour.



- The motivation procedure contributes to and boosts up the morale of the employees. A high degree of motivation may lead to high morale.
- It is an internal feeling and forces a person to action.
- It is a continuous activity. It varies from person to person and time to time.

## **Needs of motivation:**

### **I. Maslow's hierarchy of needs**



Maslow's theory is one of the most widely discussed theories of motivation. Abraham Maslow believed that man is inherently good and argued that individuals possess a constantly growing inner drive that has great potential. The needs hierarchy system is a commonly used scheme for classifying human motives.

The American motivation psychologist Abraham H. Maslow (1954) developed the hierarchy of needs consisting of five hierarchic classes. According to Maslow, people are motivated by unsatisfied needs.

The needs, listed from basic (lowest-earliest) to most complex (highest- latest) are as follows:

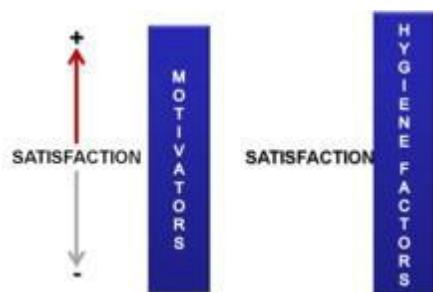
- Physiology [hunger, thirst, sleep etc.]
- Safety [shelter, security]
- Love belongings [love. Friendship, social]
- Self-esteem[recognition, achievement]
- Self actualisation [achieving of full potential]

The basic requirements build upon the first step in the pyramid: physiology. If there are deficits on this level, all behaviour will be oriented to satisfy this deficit. Essentially, if you have not slept or eaten adequately, you won't be interested in your self-esteem desires. Subsequently, we have the second level, which awakens a need for security. After securing those two levels, the motives shift to the social sphere, the third level. Psychological requirements comprise the fourth level, while the top of the hierarchy consists of self-realization and self-actualization.

Maslow's hierarchy of needs theory can be summarized as follows:

- Human beings have wants and desires which, when unsatisfied, may influence behavior.
- Differing levels of importance to human life are reflected in a hierarchical structure of needs.
- Needs at higher levels in the hierarchy are held in abeyance until lower level needs are at least minimally satisfied.
- Needs at higher levels of the hierarchy are associated with individuality, humanness and psychological health.

## II. Herzberg's two-factor theory



Frederick Herzberg's two-factor theory concludes that certain factors in the workplace result in job satisfaction (motivators), while others (hygiene factors), if absent, lead to dissatisfaction but are not related to satisfaction. The name hygiene factors is used because, like hygiene, the presence will not improve health, but absence can cause health deterioration.

The factors that motivate people can change over their lifetime. Some claimed motivating factors (satisfiers) were:

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement and Growth.

Some hygiene factors (dissatisfied) were:

- Company policy
- Supervision
- Working conditions
- Interpersonal relations
- Salary
- Status
- Job security and
- Personal life

**Importance:**

- a) Increases Productivity
- b) Ensures Organisational Efficiency
- c) Ensures Loyal Workforce
- d) Ensures a Reactive Workforce
- e) Facilitates Direction .

**Two - Factor Theory (Herzberg's 2002)**

A different approval has been presented by Herzberg with the two factor theory. His theory is actually based on Maslow's hierarchy of needs but he distinguishes needs in hygiene factors and motivators or growth factors. He highlighted that when an institution

hygiene factors do not exist (e.g. salary, job security, working conditions, level and quality of supervision, company policy and administrative and interpersonal relations) employees are dissatisfied and if these factors exist this does not mean that employees are motivated or satisfied-this is because based on his research the opposite of demotivation is motivation only semantically and not when it comes to understanding the behaviour of employees in their jobs(Herzberg,[10]). Herzberg's theory provides a strong link between motivation and performance of employees in TIVET institutions. He presents that performance can come as an emanation of feelings like achievement, advancement, growth which are related with motivation. He emphasized the importance of job enrichment and he separated it from job enlargement which includes increased responsibility and involvement, opportunities for advancement and the sense of achievement.

The following is a glance at each of the motivation factors according to Herzberg:

**Achievement:**

An example of positive achievement might be if an employee completes a task or project before the deadline and receives high reviews on the result, the satisfaction the employee feels would increase. However, if that same individual is unable to finish the project in time or feels rushed and is unable to do the job well, the satisfaction level may decrease.

**Recognition:**

When the employee receives the acknowledgement they deserve for a job well done, the satisfaction will increase. If the employees work is overlooked or criticized it will have the opposite effect.

**Work itself:**

This involves the employees perception of whether the work is too difficult or challenging, too easy, boring or interesting.

**Advancement:**

This refers to the expected or unexpected possibility of promotion. An example of negative advancement would be if an employee did not receive an expected promotion or demotion.

**Possibility of Growth:**

This motivation factor includes the chance one might have for advancement within the institution. This could also include the opportunity to learn a new skill or trade. When the possibility/opportunity for growth is lacking or if the employee has reached the peak or glass ceiling, as it is sometimes referred to, this could have a negative effect on the satisfaction the employee feels with their job and position. The following are the hygiene factors, which work in the same way with positive or negative attributes. However, these factors can only have an effect on the dissatisfaction one feels.

**Institution Policy or Administration:**

An employee's perception of whether the policies in place are good or bad or fair or not, changes the level of dissatisfaction that employee will feel.

**Personal or Working Relationships:**

This is those relationships one engages in with their supervisors, peers, and subordinates. How someone feels about the interaction and discussions that take place within the work environment can also effect dissatisfaction.

**Working conditions:**

This includes the physical surroundings that one works within, such as the facilities or location.

**Salary:**

This factor is fairly simple, the increase or decrease of wage or salary effects the dissatisfaction within a company a great deal.

**Personal Life:**

Although people try to separate the two, work and personal life, it is inevitable that one will affect the other.

**Feeling a Job Security:**

This is a pretty significant factor. The sense of job security within a position or organization as a whole relates to the dissatisfaction as well. Herzberg says that leaders should avoid placing strong emphasis on fulfilling hygiene needs as this will result in employees relying too heavily on extrinsic rewards and may pose impediments to the long term success of the organization. Instead, leaders should focus on designing more intrinsically challenging task, provide recognition and empowering employees when

certain level of ability is demonstrated, which are the true motivators, when fulfilled, contribute to long term positive effect on employees job performance.

### **Types of motivation**

There are two types of motivation. In other words people can be motivated in 2 ways. They are:

**Positive motivation:** It is a positive approach. It is also called as pull mechanism because here people are motivated to work by giving a reward, which may be of financial or non-financial. Financial incentives include higher rate of wages, productive bonus schemes etc. Non- financial incentives include appreciating the work, participation in the management, treating all employees equal, respecting subordinates as human being, considering error is human, being fair, equitable, impartial and objective with subordinates.

**Negative Motivation:**It is also called as push mechanism. Under this type of motivation, supervisors get the work done by creating fear in the minds of the subordinates. Fear creates frustration among employees and consequently subordinates show unfavourable attitude towards the job. Such an approach reduces the efficiency of the labourers leading to reduction in productivity.

### **Employee Performance**

Employee performance refers to how your workers behave in the workplace and how well they perform the job duties you've obligated to them. Your company typically sets performance targets for individual employees and the company as a whole in hopes that your business **offers good value to customers, minimizes waste and operates efficiently Evaluating Employee Performance.**

Your business has several employee performance evaluation methods from which to choose, and you may find it helpful to use multiple methods to get a more complete picture of individual, team and organizational performance. Some of these include:

#### **Management by objectives:**

This employee performance-review method focuses on goal setting between managers and employees. It has the advantage of giving employees clear expectations of how

they should perform their jobs and uses deadlines to monitor progress toward these goals.

### **360 degree feedback:**

This method takes advantage of getting input on employee performance from several individuals with whom the person works. In addition to having a direct supervisor look at work-performance metrics like effectiveness and efficiency, co-workers, other managers and anybody else to whom the worker reports can provide perspective on the employee's skills and character.

### **Scale and ranking methods:**

There are various employee performance-review options that use lists or scales of desired traits to assess an employee. Employees may be ranked based on best to worst performance to easily identify those who may be desirable for higher roles as well as those who need more training

### **Employee self-evaluation:**

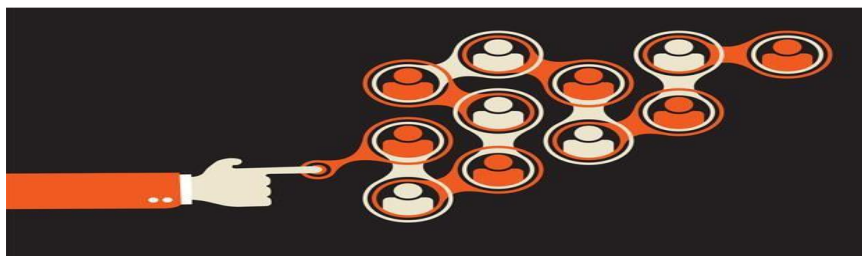
Often used in conjunction with another review method, self-evaluation gives employees a chance to think about their own work performance and identify their strengths and weaknesses. The disadvantage of this method, though, is that it can be hard for employees to be subjective about themselves.

## **1.4 Employee Commitment**

**Employee commitment** refers to it as the attachment that an **employee** has on their organization due to their experiences. It can indicate the level of satisfaction, and engagement among **employees**. It is crucial to assess **employee commitment** since it is a key element in organizational success.

### **Employee engagement at TVS:**

Here's how TVS designs its people engagement strategy



- 1) the extent to which employees feel passionate, happy and committed to their jobs.
- 2) the extent to which they are connected with the vision, mission and ethos of the company.
- 3) perhaps the most important element, how much discretionary efforts employees are ready to put in to achieve organizational goals to ensure sustained, superior performance'. At times, engagement is also equated with how much fun employees are having at the workplace however, engagement is a way deeper concept than this and requires concerted efforts from both individuals as well as organization's side.

### **Engagement in TVS**

At TVS, the engagement framework is called as 'visibility impact matrix'. The meaning of visibility is 'engaging self or others in initiatives or activities which provide high adrenaline rush but for a temporary period of time'- organizing birthday parties, offsite, hosting fun events are some examples of conducting high visibility programs. On the other hand, high impact programs target at removing obstacles and bring more lasting impact on the organization as a whole. Such programs garner more respect and attention from the key stakeholders. The effort should be made to come up with high impact programs which should then be made visible so that the same can be emulated for the larger good. For example, in TVS a robust succession planning program was created which gave good returns by impacting the bottom-line. It was a high impact program which was made visible when the same was presented in the company's forum as one of the most successful HR interventions. The need for HR managers is to be critical of themselves and deliberate how others perceive HR as a function. There is a need to choose between being popular being respected for the work.

### **Why engagement is needed?**

There can be many reasons to seek engagement like keeping employees' morale up or retaining them however the main reason is to solicit discretionary efforts which people need to put to achieve organizational goals. People should be encouraged enough to contribute without much of coaxing or pushing. Employees should be motivated and engaged to walk the extra mile. Willingness of people to put in 'discretionary effort' is the real essence of engagement. However the question arises, under what conditions or



circumstances, employees will be willing to put discretionary efforts. Let's have a look at some of the engagement fundamentals:

- **Perception of importance of the job:** The extent to which employees perceive their job to be meaningful and important.
- **Clarity of the roles to be performed:** When employees find their role and work responsibilities to be clearly defined
- **Career paths and future at work:** Employees' finding their career paths to be clearly chalked out.
- **Feedback:** The extent to which employees receive constant and constructive feedback.
- **Leadership attention:** The extent to which leaders pay attention and spend good amount of time with the key resources in order to meaningfully engage them.
- **Values:** How passionately organizational values are rolled out and lived by the leaders.
- **Communication:** How organizational vision, mission and values are communicated by the leaders.
- **Voice:** Opportunities given to the employees to voice out their concerns.
- **Empowerment:** Extent of work related control given to the employees.

#### **Types of Commitment:**

- **Affiliative Commitment:** An organisation's interests and values are compatible with those of the employee, and the employee feels accepted by the social environment of the organisation.
- **Associative Commitment:** Organisational membership increases employees self-esteem and status. The employee feels privileged to be associated with the organisation.
- **Moral Commitment:** The Institute for Employment Studies Employees perceive the organisation to be on their side and the organisation evokes a sense of mutual obligation in which both the organisation and the employee feel a sense of responsibility to each other. This type of commitment is also frequently referred to in the literature as Normative Commitment.

- **Affective commitment:** Employees derive satisfaction from their work and their colleagues, and their work environment is supportive of that satisfaction. Some researchers suggest that this is the most important form of commitment as it has the most potential benefits for organisations. Employees who have high affective commitment are those who will go beyond the call of duty for the good of the organisation. In recent literature this form of commitment has also been referred to as engagement and is the form of commitment that is most usually measured by organisations.
- **Structural commitment:** Employees believe they are involved in a fair economic exchange in which they benefit from the relationship in material ways. There are enticements to enter and remain in the organisation and there are barriers to leaving. This type of commitment is also frequently referred to in the literature as Continuance Commitment.

### **Features of Employee Commitment:**

#### **1. Appetite for new challenges**

A committed employee is always looking for new challenges to take on that would not only solve your company's immediate problems, but also help to expand their own horizons. They're thirsty for skills and knowledge, and are most happy at firms that allow them to quench that thirst.

#### **2. Problem-solving attitude**

Whatever obstacle may come before the engaged staffer, they're prepared to seek ways to overcome it, with little need for further direction from you. They aren't just like this because it's their job – they're like this because they care about your business's success.

#### **3. Willingness to lead**

As stated above, a committed worker doesn't need much direction from above – certainly not for routine tasks. They already know how to carry out such tasks to the best possible standard, and come up with their own ways to solve emergencies and crises within your firm.

#### **4. Job and career satisfaction**

These workers don't tend to constantly jump around from one job to the next. Instead, they find the right role with the right business for their forward growth, and stick around. This gives you both everyday and long-term benefits in both productivity and customer satisfaction – after all, those who come into contact with your engaged staffer will frequently feel the enthusiasm rub off on them.

## **5. Greater performance**

Committed employees just do everything better than their less engaged counterparts, often even when there might seem to be a major deficit in talent or experience. These are the workers who, even if they aren't ready for a top-level position with your company straight away, can be moulded by you to deliver long-lasting productivity and success.

## **1.2 INDUSTRY PROFILE**

**Supply chain** is a system of organizations, people, activities, information, and resources involved in moving a product or service from supplier to customer. Supply chain activities involve the transformation of natural resources, raw materials, and components into a finished product that is delivered to the customer. In sophisticated supply chain systems, used products may re-enter the supply chain at any point where residual value is recyclable. Supply chains link value chains.

### **History and Evolution of Supply Chain**

#### **The Supply Chain before 1900 - Local and Regional Supply and Manufacturing**

Prior to the industrial revolutions in Europe and the U.S., the vast majority of supply chains were local in nature, and typically restricted to regions. For example, in an agrarian supply chain, a farmer would cut the wheat, send it to a mill for grinding into flour, then send it to a baker to make into bread, and finally it would be sold at a market stall. The industrial revolutions started to change things. As railroads were laid, it became faster, easier and cheaper to transport goods over longer distances, although supply chains still tended to be limited to countries. In the 19th century, rudimentary hand trucks and other tools made it easier to handle goods. International ocean trade was fairly inefficient as loose goods were stored in ship's hulls, and required a lot of effort to load and unload.

## **The Supply Chain in the Early 20th Century - Improvements to Trucking and Warehouses**

Since the invention of the internal combustion engine and cars in the late 19th century, pioneers started developing trucks to allow for the faster transport of goods by road. The first semi-truck was invented at the very end of the 19th century and Mack Trucks was founded in 1900. Originally running on gasoline, diesel engines were introduced in the mid-1920s. There were early concepts for the forklift truck in the early 20th century, with further development prior to 1930. A major development in supply chain storage was in 1925 when pallets started to be used in warehouses.

**The Supply Chain From the 1930s to the 1940s - Greater Mechanization** Logistics became very important during World War II, as military organizations needed efficient supply chains at home and in Europe. At home, supply chains were necessary to manufacture military hardware and supplies, while abroad, it was essential to get supplies and support to troops as quickly as possible. The 1940s saw a consolidation of industrial engineering and operations research into supply chain engineering. The development of pallets, pallet handling and storage systems also continued for the next few decades. The intent was to use warehousing storage space more efficiently and to optimize racking and layout. These changes would make start streamlining the loading, unloading, consolidation and handling of goods, resulting in faster deliveries and distribution.

## **The Supply Chain in the 1950s - Standardization and the Introduction of Containerization**

Arguably, the greatest revolution in global supply chains was the invention of the shipping container, and all the logistics and modes of transport needed to support it. As we wrote in our guide to containerization, —The most important feature of the shipping container is that it is intermodal - it can be transported easily using several different types of transport. Whether a container is being pulled by road on a truck, carried on the railway or shipped overseas on a container ship, standardization makes transporting and handling these containers fast and easy. That means cost and efficiency savings throughout the supply chain. Every minute saved translates directly to faster transfer of goods, reduced waste and environmental impact, and better margins.

## **The Supply Chain From the 1960s to the 1980s — Greater Efficiencies and Computerization**

During the 1960s, goods distribution shifted away from railroads and towards trucking. The continued evolution of pallets, handling equipment, containerization and other areas meant that freight transportation was more reliable. This led to the efficient transport of time-sensitive raw materials, parts and products, even over longer distances.

Computerization started to gain popularity in the mid-1960s and IBM developed the first computerized inventory management and forecasting system in 1967. Before the 1960s, logistics records and data were captured, sent and reported through paper. Data computerization started to streamline logistics, and created opportunities in many areas including more accurate forecasting, better warehouse storage, truck routing and better inventory management.

The first real-time warehouse management system was installed in 1975, making it easier to track orders, inventory and distribution and leading to greater efficiencies. Around the same time, barcodes made it much easier to scan products, starting the move away from manual input of SKUs and product codes.

## **The Supply Chain in the 1980s and 1990s - Further Efficiencies and the Shift to a Global Model**

The 1980s saw supply chain stakeholders, transportation manufacturers and more building on their successes. In 1983, the term —Supply Chain Managementll was coined, and personal computing further revolutionized the supply chain. New software like flexible spreadsheets, mapping and route planning made it easier to track costs and maximize profits. This was coupled with other advancements including air freight optimization, supply chain distribution networks and the introduction of Enterprise Resource Planning (ERP) systems. MIT also developed RFID tags to make it easier to electronically track goods and shipments, a predecessor of the Internet of Things devices we use today.

## **India's biggest supply chain challenges in 2020**

India's historic massive economic growth has been decelerating for some time now. The quarter ending September 2019 had the country's slowest growth in the past six years at only

4.5 percent year-over-year. Consumer confidence is also at its lowest point since 2014 with no real indication this decline will slow. Efforts by the government to stimulate growth by reducing corporate taxes and lowering the Reserve Bank's repo rate from 6.5% to 5.15% are likely to help in some economic areas, but forecasting the greater macroeconomic ecosystem remains difficult.

This uncertainty is forcing business leaders to ask tough questions like how to prioritize —must have investments and how to accelerate time-to-value when implementing new capabilities. To effectively address these questions, supply chain leaders should find a seat at the table alongside top leadership and be prepared to address the following challenges:

**Supply chain networks are transforming to support e-commerce growth** Delivering products at the promised time and at the desired cost while simultaneously providing your customers with the product and packaging quality they've come to expect is the textbook definition of —e-commerce nirvana. Both online and traditional retailers, along with a growing number of direct-to-consumer manufacturers, are facing increased pressure to achieve this goal without exception. Added to this complexity is the growing wealth of India's middle class and subsequent demand upticks in Tier 2 and Tier 3 cities. Meeting this demand is going to require investment in a scale able distribution network and last mile operations - one which provides reliable order and tracking visibility. Some organisations may also want to consider consumer pick-up points to eliminate last mile delivery roadblocks.

**Labor and technology investments must be balanced**

Double digit growth in e-commerce and the increasing maturity of the logistics and warehousing industry is continuing to shift and evolve talent requirements. On the one hand, the implementation of automated systems and robots along with other technology-enabled tools are increasing the level of competition among employers to attract highly skilled workers. Most experts agree that improving technology will not replace human workers, but rather require them to have new and advanced skills. On

the other hand, there is a growing deficit of low skill labor available to operate these same logistics facilities. Organisations must carefully consider this trade-off between labor and technology to ensure long-term success and profitability.

### **Find ways to leverage favorable transport policy changes**

Logistics costs make up more than 13 percent of India's GDP, and the government has introduced several policy changes in an effort to reduce it to less than 8 percent.

The implementation of GST has already led to an estimated 20 percent reduction in turnaround time for trucks crossing state borders. These faster transit times are expected to lead to warehouse consolidation which will further reduce primary transportation costs. Unit costs will also be lowered by the 20 to 25 percent allowable increase in payload capacity. Dedicated Freight Corridors (DFC) will provide electrified rail corridors—to eliminate switching from electric to diesel locomotives—and allow longer freight trains, double-stacked containers, and an 80%+ increase in average speeds from 35-40 kilometers per hour to 65-75 kilometers per hour.

### **Inventory and assets need to be optimized**

Industries and market segments which are tied more loosely to consumers are experiencing softening demand. As a result, these businesses are being forced to seek innovative ways to

extract value out of their existing tools and infrastructure. Heavy investment in this area over the past decade should pay off as data from advanced planning software can be used to improve planning performance and capture operational efficiencies. Those facing pressure to improve service levels should focus on inventory deployment and asset optimization. (This holds true for both B2B and B2C supply chains.)

### **Supply chains will grow greener**

Supply chain operations are front and center when it comes to reducing environmental impact. And nations like India will become an even bigger international focal point for improving sustainability. Expect 2020 to see innovations in recycling and product packaging as the topic of sustainability gains traction among corporate leadership.

### **How Globalization Impacts Supply Chain Management?**

The term —globalizationll refers to the free movement of goods, services, and people across the world. In regards to supply chain management, globalization refers to the

process in which a business operates on an international scale. Globalization offers companies the opportunity to reach new customers in new markets, which dramatically upsets how manufacturers need to operate to be successful. Exposure to new markets means exposure to greater competition and greater risk – but also greater reward.

### **Benefits of a Globalized Supply Chain**

The onset of globalization means supply chain management is more complex and business critical than ever before. As a logistics manager or business owner, it falls on you to know how globalization can benefit your operation.

#### **Reach new customers in new markets around the world**

Globalization simplifies communication between business owners, vendors, and customers and therefore makes it easier to reach new markets and stay connected with customers no matter where they are in the globe

#### **Expand sourcing opportunities**

Globalization makes it possible for businesses to secure a diverse selection of workers, materials, and products from regions of the world that were previously out of reach.

#### **Offer a larger selection of goods and services**

Globalization increases your sourcing opportunities which means it also increases the range of products and services that you can provide for your customer.

#### **Grow and expand the scope of their business**

Globalization makes communication near effortless, which make it easier for markets to expand and diversify, thus providing more opportunities for businesses owners to capitalize.

#### **Save money and increase profits**

More options to source from and to capitalize on means more chances to save on spending and a greater chance of profit

### **Negatives of a Globalized Supply Chain**

The benefits of a globalized supply chain are numerous but it also presents a new set of challenges to your network and managing your supply chain. To take advantage of the benefits of globalization, you need to know the negatives and how to respond to them.

#### **Greater complexity**



Global supply chains have global problems. As companies globalize they must scale up all aspects of their business, especially their supply chain.

### **Increased risk to your supply chain**

When your materials, factories, and customers are spread around the globe that means your business is entirely at the mercy of global events, like natural disasters, port and border closures and changes to the geo-political landscape.

### **Increased competition**

You can bet that if your company broke into a new market that there are several companies just like yours with the have access to the exact same supplies, products, labor pool, and customers as you. To stay in global market supply chains, you need to be as lean and efficient as possible.

### **Greater data collection challenges**

When different aspects of your supply chain are scattered around the globe, the process data collection and oversight grows in complexity and becomes more difficult.

### **More legal issues**

Operating across borders means operating in countries with different legal systems, which can get complicated and expensive very quickly.

## **Supply Chain Trends**

### **1. Supply Chain Digitization**

Digitization of the supply chain encompassing all efforts to integrate corporate system into a unified whole as well as implementing new digital technologies will continue to be a priority. The goal of digitization as described by PwC (**Pricewaterhousecoopers**), is a smart, efficient supply chain ecosystem that demolishes silos, creates transparency and enhances responsiveness. It envisages a digital environment that does away with manual processes and provides a single view of the organization. It encompasses initiatives for creating paperless systems right through to techniques for modeling supply chain networks and creating what-if scenarios.

### **2. Supply Chain Solutions will continue to move to the cloud**

While many organizations still rely on legacy on premise supply chain software, the future is in the cloud. Available in many forms, including Software as a service (SaaS), Infrastructure as a Service (IaaS) and Platform as a Service (PaaS), supply chain cloud

computing offers flexibility, scalability and a global reach while doing away with the need to maintain extensive, expensive on premise computing infrastructure. According to McKinsey, cloud-specific spending in 2020 will grow six times faster than other IT expenditures. Able to work with and complement on premise supply chain software, cloud-based supply chain applications offer a better user experience, greater functionality and easy access to new features and releases.

### **3. Omni channel Supply Chains become the Norm**

In response to customer demand, business will make big strides towards offering a true Omni channel buying experience. Allowing customers to seamlessly shop online or in brick-and-mortar stores, Omni channel supply chains place greater demands on logistics and supply

chains with the simultaneous requirements of supplying individual customer orders as well as replenishing stock at retail outlets. The switch from single-channel and multi-channel supply to Omni channel supply requires a complete rethink of supply chain logistics.

### **4. Sustainability is becoming essential**

Sustainability has become one of the key global supply chain trends, with customers demanding green products and sustainable practices. The NYU (New York University) Stern Center for Sustainable Business reports products marketed as sustainable grew 5.6 times faster than those that did not. For Unilever, the organizations sustainable living brands were responsible for 70% of its growth in turnover. These trends highlight the importance of eco-friendly supply chain practices, such as switching from plastic to cardboard packaging and using smaller packaging. Organizations also need to be aware of their carbon footprint, take steps to become carbon neutral and include sustainability as part of their supply chain planning.

### **5. Growth in Circular Supply Chains**

There's a move away from the traditional linear supply chain to the circular supply chain where manufacturers reuse and rework discarded and worn out products through refurbishment or by recycling components into raw materials. Apart from regulatory requirements for the safe disposal and reuse of discarded products, there's a clear

indication that customers favour businesses that recycle materials, and many leading companies are discovering additional value through circular supply chains.

## **6. Agile Supply Chains**

To effectively compete, supply chains need to be flexible and agile, as well as able to respond to changes on short notice. This is a radical departure from traditional supply chain thinking that focuses on reliability, consistency and low cost. One of the notable supply chain management trends is a switch from off-shore manufacture to local or near-shore supply.

Advantages of this include shorter delivery times and lower shipping costs. With less money tied up in stock, organizations can respond more quickly to changes in demand.

## **7. Internet of Things (IoT)**

It appears the Internet of Things (IoT) is coming of age. As costs fall, research shows the number of businesses using IoT devices grew from 13% in 2014 to 25 in 2019. The IDC forecasts 13.6% annual growth through to 2022. IIoT allows organizations to monitor inventory, automate stock reordering and keep track of deliveries, all in real time. Sensors can predict wear and tear on equipment, allowing timely ordering of spare parts. IoT increases supply chain transparency.

## **8. Big Data Analytics and Supply Chain Logistics coming Together**

Big Data is here, thanks to the digitization of the supply chain, the growth in IoT, and the greater availability of customer data. Companies today have access to enormous amounts of data and are using this to generate business intelligence ranging from understanding past performances to predicting future trends. Using Big Data, it's possible to determine customer preferences and market trends, as well as redefine the supply chain.

## **9. Artificial Intelligence(AI) and Machine Learning**

With greater access to Big Data, more organizations are turning to AI and machine learning to simplify tasks and automate procedures. Gartner reports that in the four years to 2019, there was a 270% increase in the number of organizations using artificial intelligence, Predictive analytics and machine learning algorithms are being used to improve planning and decision support systems, identify purchasing patterns, automate tedious warehousing processes and manage inventory. Many organizations are using

AI to replace humans performing repetitive supply tasks and to perform complex supply chain calculations.

## **10. Using Prescriptive Analytics to move beyond the limitations of Predictive Supply Chain Analytics**

While sometimes regarded as the new kid on the block, prescriptive analytics is being increasingly used as a supply chain decision-making tool. While other forms of analytics, such as diagnostic and predictive analytics, focus on past and future trends, providing useful insights, they share a common failing; they don't provide information needed to make informed decisions. In early 2019, Gartner Predicted the prescriptive analytics market would grow at a 20.6 CAGR (Compound Annual Growth Rate) to 2022, while more recent research suggests even faster growth.

## **11. Robotics and Automation in Logistics**

As companies respond to the conflicting demands of Omni channel supply chains, especially with regard to the need for flexibility and agility, many are turning to robotics to speed up labour intensive tasks. Robots are ideal for repetitive tasks such as sorting, counting and even for fetching and carrying products in the warehouse. The International Federation of Robots expects demand for robots and cobots (collaborative robots) to grow by 10% in 2020, while Honeywell Robotics are confidently investing heavily in warehouse robotics automation

### **Top ten 2020 supply chain predictions issued by IDC (International Data Corporation, Market Research Company)**

IDC said that its 2020 predictions, which are listed below, for the supply chain cover investments in both the near term and the longer term, with the impact expected to be felt in the coming years:

- **Prediction 1:** By the end of 2021, half of all manufacturing supply chain units will have invested in supply chain resiliency and artificial intelligence, in productivity improvement of 15%.
- **Prediction 2:** By 2022, firms will dedicate 35% of their logistics business process outsourcing service budget to automation, focusing on order, inventory and shipment tracking.

- **Prediction 3:** By the end of 2020, half of all large manufacturers will have automated supplier and spend data analysis resulting in a 15% productivity gain.
- **Prediction 4:** By 2023, supply chain micro application extensions will account for one third of all new technology investments in manufacturing and retail.
- **Prediction 5:** By 2023, 65% of warehousing activities will use robots and situational data analytics to enable storage optimization, capacity over by 20% and cutting work order processing time in half.
- **Prediction 6:** To lessen stress on the service supply chain, by 202, 25% of OEMs will leverage block chain to source parts, improves accuracy of usable parts by 60% and lowering expedite cost by 45%.
- **Prediction 7:** By 2023, G2000 Manufacturers will invest in AI-infused robotic process automation to automate task through increased productivity and address supply chain skills deficit.
- **Prediction 8:** By 2024, 75% of all consumer facing companies will have the ability to customize at scale with in their supply chains resulting in, on average, a 2-3 point percentage increase in market share.
- **Prediction 9:** By 2022, the number of companies offering flexible warehousing options will have increased by 50%, which can help address seasonal demand challenges and lower fixed overhead costs by over 20%.
- **Prediction 10:** By 2024, for transparency and efficiency, 40% of customs agencies will join private block chain and API-powered trade platform ecosystems to achieve a 50% increase in cross-border compliance.

### **2025 – Supply Chain trends to look out for in India**

In just another decade, India is all set to be a global economic giant. With much needed reforms and economic policy changes in the offing and the operating environment becoming increasingly more conducive and evolving still, it is sure to have a positive impact on all sectors, including the supply chain management (SCM). Another piece of good news is that for the next few decades, India shall remain one of the youngest countries of the world, which is a major advantage for its economy. But pre-requisites such as skill up-gradation, good governance, professional attitude towards servicing and delivering – whether it is a rural shop or an urban conglomerate – will hold the key

for India to become an economic force in the world to reckon with. The major trends in the SCM by the year 2025, and how these will change the country's economy – after all, supply chain and its management is what moves the world.

### **Risk Management**

Unpredictable supply and demand equations keep risk management a contentious issue in business environment, usually. Especially it is so when the business houses feel the heat to keep overhead costs in control while delivering quality products. And this is exactly what drives the supply chains to work between the two extremes of mass customization and consolidation and the companies find themselves the need to invent flexible ways to meet customer demands. It is only natural that the companies will start focusing on optimizing core activities to maximize the response speed in keeping with customer expectations.

### **Mega Trends**

Looking at the manufacturing industry growing strong steadily what with the changes that the central government is promising, it may account for a quarter of the economic output. With smart cities growing in numbers, consumerism on a steady rise, increase in purchasing power and buying made easy with user-friendly online apps, the pressure is passing on to supply chain managers to become more efficient and productive.

Mega or smart cities, in essence, indicate towards a large market that is a ready consumer of goods and services. Unless planned with precision, these cities are bound to throw up logistical challenges in terms of traffic jams and obstacles, which logically result in disrupted last-mile supply chain deliveries to urban centers.

Indian businesses will need to use data and distribution network modeling techniques to improve planning and execution to their urban customers. Combining GPS data generated by smartphones such as transactional data, census, geo-spatial data, driver activity, will tremendously help companies to analyse and adapt their last-mile supply chains in urban centers.

### **Overhauling supply chain infrastructure**

Indian supply chain infrastructure will soon need to undergo a complete overhaul to be able to cater to a rise in demand among consumers in the upcoming smart cities seeking better and on-time services. The changes in the offing are on the lines of

1. Automation in manufacturing and material handling – when applied to an efficient operation, automation will magnify its efficiency
2. Verticalization to accommodate larger inventory in fewer spaces so that rental costs on depots and stores can be controlled
3. Leaner design to manage the movement of large sized cargo across the supply chain.

### **Boosting economy**

Seeking a definite boost in the arm, Indian industry has been on the lookout, since the new government came to power at the center, for a few major bills to be passed in the parliament, such as,

1. Goods and Services Tax (GST) – implementation of this will help bring consolidation in warehousing and large distribution hubs because no longer then will business houses look to optimize their taxes in supply chain networks.
2. Fiscal incentives – especially those aimed at improving efficiency, such as National investment and manufacturing zones or free trade warehousing zones.

The implementation of these reforms shall prove advantageous to Indian business houses around the world because trade volumes are sure to multiply five times over in the coming decade in the optimistic environment of increase in the number of free trade agreements.

Increase in trade between India and ASEAN, GCC, EU and EFTA (European Free Trade Association comprising Switzerland, Norway, Iceland and Liechtenstein) will help businesses in India to adapt to uncertain lead times, geographic dispersion, and many potential sources of disruption. Supply chains around India will find more stress being placed upon acquiring regional footprints, reducing wastage, higher service quality, and following environmental guidelines.

### **Technology Trends**

D. printing – in a far wider manner, RFID tagging, augmented reality, delivering by drones, driverless trucks as was recently experimented by Volvo, Scania and other European manufacturing majors, and nearshoring – meaning downsizing work to low cost operations within its own region, are some of the technological aspects that Indian

business houses will be interested in looking at to become more efficient and reduce delays in servicing by being able to locate a problem much faster. But what the Indian businesses must be on the lookout for is to know clearly that only when technology is applied with a well thought out strategy and followed by efficient operations will it translate into a best practice in the management of their supply chain.

Perhaps, the biggest fillip to the supply chain sector comes from the decision of the central government to earmark 20 per cent of the US\$ 1 trillion funds reserved for infrastructure. In turn, this gives rise to the highest possibility of sharing of resources among logistics companies to reduce delivery time.

### **1.3 COMPANY PROFILE**

#### **TVS Group:**

TVS Group is an Indian, diversified industrial conglomerate with its principal headquarters located in Madurai and presence across the Globe. It is an automotive conglomerate company, specialized in manufacturing of two-wheeler, three-wheeler, auto-electrical components, high tensile fasteners, die casting products, dealership business, brakes, wheels, tyres, axles, seating systems, fuel injection components, electronic and electrical components and many more. What started as a humble journey for TVS Group is now a voyage shared by more than 39000 employees across 50 group companies, and millions of customers worldwide. Uniting these multiple businesses is a common ethos of quality, customer service and social responsibility.

#### **T V Sundramlyengar & Sons:**

T V Sundaramlyengar & Sons, established in 1911, is the holding company of the TVS Group and is the largest automobile corporate dealer in India. The service focused company provides employment to over 10,000 people with revenue in excess of INR 8000 Crores. It operates through three divisions, viz., TVS, Sundaram Motors and Madras Auto Service. Being the trading and distribution arm of the group, the business activities of TVS & Sons include dealerships for Automobile vehicles, sales and service of products for special applications like Construction; and Material handling. The company manages Joint Ventures in Sri Lanka and Bangladesh for automobile distribution, dealership business through its subsidiary company in South Africa and



vehicle servicing business in Saudi Arabia. The dealership business focuses on sales and distribution of commercial vehicles, utility and sports utility vehicles, passenger cars representing various automobile vehicle manufacturers such as Ashok Leyland, General Motors, Honda, Mahindra & Mahindra, Mahindra Navistar, Mercedes Benz, Renault, Volkswagen and off-highway equipment manufactured by Escorts, JLG, Ingersoll Rand and Pal Finger.

TVS & Sons has two subsidiary companies, viz., TVS Supply Chain Solutions – India's leading third party logistics service provider and TVS Automobile Solutions Limited – India's largest after-market service provider for passenger cars, which also operates the brand My TVS.

### **TVS Supply Chain Solutions (Across the Globe)**

#### **Rico Logistics Limited**

Rico Logistics Ltd began by offering same day urgent documents delivery services. As the IT sector exploded, Rico innovated to quickly become one of the first companies to hold critical parts for the IT sectors in multi-user warehouses across the country. With the continuous expansion of its key service offerings backed by a strong IT platform designed in-house, close control of profitability and cash management, Rico now works with a broad range of customers, offering them a complete range of logistics, field resourcing and distribution and inventory management solutions. After its acquisition by TVSSCS, Rico grew its operations to 12 European countries, Australia and India.

#### **TVS-Asianics Supply Chain Solutions Private. Ltd.**

From its headquarters in Singapore, TVS Asianics Supply Chain Solutions operates a dynamic portfolio of Asia-based logistics companies, with an existing presence spanning Singapore, India, China, Thailand, and Australia. The company is actively expanding its geographical presence and supply chain capabilities, to achieve its growth objectives and cover a broader segment of the burgeoning Asian marketplace.

#### **Montara Verpackenmit System GmbH**

The company was founded by Christoph Dimer in Germany, in 1990 and it offers complete solutions for design of packaging, software driven packaging density optimization, packaging prototyping, visualization of logistics process and manufacturing of packaging products to customers from automotive, healthcare and hardware industry

verticals.. The facility is situated near the city of Dresden, about 200 kms south east of Berlin. montara Germany has a 100% subsidiary company in India by the name of montara India Pvt. Ltd. to make these solutions available to the Indian markets.

They service all customer needs through their facility in Electronic City, Bengaluru. Apart from these, montara has also established itself in USA, in the state of Tennessee, at Chattanooga where several global auto OEMs are located.

### **TVS Supply Chain Solutions Limited (UK)**

TVS SCS UK is a global provider of outsourced Supply Chain Management Services to the Automotive, Defence, Utilities, Industrial and Beverage sectors. Based at UK, the company with its array supply chain and value added services, is able to deliver real outcomes for its clients in the form of revenue growth and reduced operating costs.

### **TVS Supply Chain Solutions Limited (North America)**

Founded in 1947, TVS SCS (NA), formerly known as Wainwright Industries, has grown from one small punch press to a multi-divisional company serving a variety of technologically advanced customers. The company, a subsidiary of TVSSCS in US, operates nine facilities in five US states and Mexico while providing services in multiple facilities as well. Wainwright has more than 800 employees dedicated to servicing its customers with quality products and services. Mesco, an earlier acquisition of TVSSCS in Michigan, US and a leading industrial supply and logistics company of North America, is now a part of TVS SCS (NA).

### **TVS Supply Chain Solutions Iberia S.L**

Based in Barcelona, TVS Supply Chain Solutions Iberia is a joint venture between TVS Automotive Europe (based in Sheffield, UK) and Logipoint (a division of GrupoTranscoma, Spain). Started in Nov 2004, the company facilitates value for money Supply Chain Management by offering end to end solutions to automotive and engineering industries. With an ISO 9001:2000 certified back office in India to support sourcing activity and logistics facilities (warehouses in Barcelona, Madrid and Bilbao; Custom Clearance Agents and Forwarding companies), TVS Supply Chain Solutions Iberia is able to offer effective Business Process Outsourcing solutions.

### **TVS Autoserv GmbH**

It is a 51:49 Joint Venture between TVS SCS Europe and AutoServ of Germany, with marketing office and warehouses in Germany. The company provides 3PL services, same day delivery, end-to-end solutions for all sourcing and supply chain requirements of European customers with value added services like quality audits, inspection, to customers.

### **TVS Supply Chain Solutions (India)**

- TVS Supply Chain Solutions one of the top supply chain management companies in India, is a flagship company of the \$8.5 billion TVS Group. It is among the best 3rd party logistics companies in India and provides integrated supply chain solutions across the world directly and/or through joint ventures and subsidiaries.
- The company established in 2004, has grown exponentially organically and inorganically to a turnover of more than INR 5600 crores in 2016. Headquartered in India and with offices also in 19 other nations – USA, UK, Germany, Singapore, Thailand, China (Including Hong Kong), Korea, Malaysia, Japan, Vietnam, Taiwan, Indonesia, India, Spain, Australia, New Zealand, Mexico, Italy and France; TVS Supply Chain Solutions serves customers in over 50 countries through its 18500 plus skilled work force.
- TVS Supply Chain Solutions include contract logistics, warehousing, transportation, freight forwarding, packaging design and solutions, in-plant and aftermarket solutions, material handling, material management, free trade warehousing, infrastructure solutions and technology logistics. As a one stop solution for end to end logistics services and supply chain management companies in India, TVS Supply Chain Solutions works with multiple industries including automotive, defence, electronics, discrete component manufacturing, engineering, FMCG, retail, FMCG, utilities, energy and chemicals.
- TVS Supply Chain Solutions is one of the largest integrated logistics service providers and a top 3PL company in India, operating more than 10 million squarefeet area of warehousing space across 29 states. An ISO 9001:2008 Certified company, with a strict focus on quality and business excellence, its operations are backed by robust technology for transportation, last mile, warehousing, accounts and billing, manpower management, etc. TVS Supply Chain Solutions seamlessly connects with

customers'ERP to provide them with real time visibility and transparency in operations. The company has been repeatedly recognised among the best 3rd party logistics companies in India by industry and customers through awards for its operations, technology, end to end services and human resource practices.

### **TVS Dynamic Global Freight Services Limited**

TVS DGFS is a joint venture between TVS Supply Chain Solutions - a top logistics company in India, and Dynamic Freight Forwarders; and was incorporated as a combined entity in September 2007. With over 20 years of experience in supply chain and logistics, handling substantial volume of sea freight and sizeable air freight business, the company is India's largest automotive forwarder. It has offices in all major ports & airport cities in India and services automotive, engineering, pharmaceutical, telecommunications and general cargo requirements. TVS DGFS is an IATA approved cargo agency and is also licensed to issue M.T.O documents. It is registered with the Federation of Freight Forwarders Association of India – FFFAI; and the International Federation of Freight Forwarders Association – FIATA

### **FLEXOL Packaging (India) Limited**

FLEXOL Packaging (I) Ltd. is a subsidiary of TVS Supply Chain Solutions; and offers innovative & comprehensive packing solutions for automotive, electronics, pharmaceuticals, industrial, defence, retail and agriculture industries.

### **TVS Toyota Tsusho Supply Chain Solutions Limited**

TVS Toyota Tsusho Supply Chain Solutions Limited is a joint venture between TVS Supply Chain Solutions and Toyota Tsusho India Private Limited. The company offers innovative and comprehensive supply chain solutions for automotive, electronics, pharmaceuticals, industrial, and FMCG industries.

### **Drive India Enterprise Solutions Limited**

Established in 2003, Drive India Enterprise Solutions Limited (DIESL) is a 100% subsidiary of TVS Supply Chain Solutions - one of the leading 3rd party logistics companies in India. It offers Sourcing & Distribution Services (SDS) including Trading, Large Format Retail (LFR), Online Sales and Channel Development, to its customers from a wide range of sectors including consumer durable, FMCG, apparels, and cosmetics. As an importer and national distributor for various telecom brands, DIESL

offers pan India coverage, unparalleled standards, handles large volume of inventory and accuracy for integrated supply chain solutions, to support their business in the organized trade.

### **TVS Commutation Solutions Limited**

TVS Commutation Solutions Limited is a joint venture of TVS Supply Chain Solutions. It offers executive transportation services to organizations and operates through a large fleet of vehicles with presence in major metro cities.

### **TVS Telecom & Networking Division**

TVS Telecom & Networking Division started operations in the year 2000 with a single mission to offer world class communications products and services. Today, it has established a name for itself as a reliable telecom services and networking solutions partner with all its customers by delivering and implementing tomorrow's solutions today. Previously a part of TVS & Sons, the division was merged with TVS Supply Chain Solutions in 2017. It offers Support Services and Remote Infrastructure Management Services aligned to clients' business context. The telecom services include Total Solutions, Telecom Integration, Operations & Maintenance, OSS-BSS, Networks, infrastructure, Training, Applications and Business Processes. TVS Telecom & Networking Division also offers state of the art IT infrastructure services for major infrastructure projects in India and adjoining countries.

### **TVS Infrastructure Private Limited**

The Company was incorporated as a JV between TVS Supply Chain Solutions and Ravi Swaminathan & Associates, to supplement the TVS group's focus on creating a strong supply chain management system and providing core industrial infrastructure support for manufacturing, distribution and sales. TVS Infrastructure is in the business of creating industrial infrastructure facilities by executing turn-key projects and setting up or relocation of infrastructure that is customized to individual customer's requirements for maintaining long-term sustainability as an inherent feature of the industrial space.

### **Cultural Capabilities**

#### **Relentlessly Lean**

a) People will continually examine and justify all expenses before it is incurred.

b) People will partake in continual improvement projects and initiatives enabling elimination of waste.

c) People will take quick decisions and not delay action.

### **Proactive Collaborative Innovation**

a) Proactively engage with the customer to provide cost effective value added services.

b) Anticipate the problem and prevent occurrence.

c) People to involve other stakeholders including customers in their decision areas.

### **Passionately Reliable**

a) People will continually improve processes to meet customer deliverable.

b) People will continually examine and understand customer requirements and get feedback and on the way they are meeting those requirements.

c) People will consistently fulfil what they promise to the customer.

### **Value-TVS Way**

#### **Professional Integrity**

a) I will close all issues within agreed time lines.

b) I will lead by example, in a transparent manner.

c) I will ensure strict adherence to norms.

d) I will always act in the best interests of the organisation.

#### **Cost Optimization**

a) I will not incur any expense which is not budgeted.

b) I will obtain the acceptance of superiors/right stakeholders before I incorporate any cost increase in the system.

c) I will continuously eliminate waste and maximize resource utilization.

## **Vision Statement**

We aim to be a leading Indian MNC and a partner of choice for our customers, in providing customised, integrated supply chain solutions across the globe.

## **Corporate Governance**

The stewardship of TVS Supply Chain Solutions is managed by its Senior Leadership and Board of Directors to ensure accountability to shareholders and stakeholders; transparency of operations; and fair treatment of all stakeholders. The Corporate Governance system at this organization is responsible for delivering quality and maximizing value in all business processes and for all our stakeholders.

- **Workplace Management:** Creating a workplace environment that enables career planning, talent development, and succession.
- **Marketplace Responsibility:** Delivering quality services to our customers through innovative solutions and continuously upgrading the service level standards.
- **Environmental Stewardship:** Commitment to reduce environmental impact of our business and strive for preserving a green supply chain.
- **Community Engagement:** Creating platforms to enable TVS Supply Chain Solutions and its stakeholders to engage in community welfare programs
- **Sustained Financial Performance:** Deployment of efficient performance management systems to constantly monitor the firm's financial goals in the long run.

## **Solutions**

TVS Supply Chain Solutions is an end to end provider of customised supply chain solutions and value added solutions to clients in over 50 countries across the globe. We understand that each customer business and its requirements are unique and therefore tailor our service offerings to the size of our customers' project and the complexity of their processes.

### **Transportation Solutions and Last Mile Solutions**

- Technology driven efficient and seamless Cargo, Last Mile and Reverse Logistics Solutions
- Value Added Transportation Solutions and Last Mile Solutions

### **Warehouse Management Solutions**

- Wide network, integrated solutions and in-house WMS suite

- Value Added Warehouse Management Solutions

### **International Logistics and Freight Management** □

- Air and Ocean Freight
- Road Transport
- Customs Brokerage
- Value added services

### **Defence Logistics solutions**

- Master Data Management
- Inventory Management
- Global Strategic purchasing
- Manufacturing Support
- Storage/Warehousing
- Transportation Services
- Aftermarket Support

### **Technology Logistics & Spare Parts Logistics Solutions**

- Critical spare parts management and reverse logistics services
- Spare-parts supply, repair & exchange service
- Obsolescence & Management
- Reverse logistics
- Transportation Management
- Steady availability of components
- Spare Parts framework contracts
- Exchange logistics
- WMS to enable tracking of products in the warehouse

### **Packaging solutions**

- Contract Packaging
- Container & Pallet Pooling
- Customers Packing Asset Management

## **1.4 NEED OF THE STUDY**



- This study helps in measuring the motivational factors that displays in which area it needs to be improved
- The need of the study is focusing towards the involvement and performance of employees
- This approach has been concerned with the use of the performance contributes to employee motivation, development and HR Planning.
- To study the usefulness of motivational factors and to understand how it leads to their improvement in job performance
- To provide a structure for communication between employees and management to help clarify expectations of the employer by management and the employee.

### **1.5 SCOPE OF THE STUDY**

- The scope of the employee perception level about HR practices helps in interpreting the various dimensions in best practices performed by the organization.
- The study suggest measures to improve the existing factors and it create a platform for future researchers to carry on research work based on this study and could make improvement based on various tools techniques prevailing that time.
- With the help of the findings & suggestion the organization could match the expectation of the employees with their HR practices and concentrate to make improvements in the existing is given less important.

### **1.6 OBJECTIVES OF THE STUDY**

#### **Primary objective:**

To study the impact of organisational motivation towards employee performance and commitment.

#### **Secondary objective:**

- To know the perception of employees towards the various motivational measures undertaken by the organization.
- To study the extent of employee involvement in job performance.
- To find out the impact of work environment on employee performance.
- To identify the various factors that influence employee commitment in the organization.

### **1.7 LIMITATIONS OF THE STUDY**

- The findings of the study are restricted to the employees of TVS Supply Chain Solutions Limited only
- The survey is based on the opinion of the employees which may be biased
- The respondents were hesitated to express their view about the organizational culture due to the fear of management
- The data has been collected during the working hours of the organization. So the employees didn't have enough time to clearly express their views.

## **CHAPTER – 2**

### **REVIEW OF LITERATURE**

#### **2.1 Review of Literature**

Employee Motivation is that the key factor to assist up the capacity of an association. In the globalization stage, each organization must continue itself during a furiously focused market. The representatives are the fundamental elements to show the business objectives in the real world. Subsequently, each association attempts to affect its human asset office to stay its representatives inspired within the present world. In that specific circumstance, a number of the administration speculations are rehearsing by them. Business work or their presentation in the market can be assessed by surveying the representatives' degree of inspiration. Inspiration can assume a lead job to urge the expert achievement in each budgetary year during a less exertion way(**Ankur Jain,Bhuwan Gupta,Meenakshi Bindal, 2019**).

Employee motivation is that the key factor to spice up the function of a corporation. In the globalization phase, every company needs to sustain itself in the fiercely competitive market. Employees are the most factors to manifest the business goals into reality. Therefore, in today's world every organization tries to manage their human resource department to stay their employees motivated. In that context, a number of the management theories are practicing by them. Business function or their performance in the market can be evaluated by assessing the level of motivation of employees. Motivation can play a lead role to get the professional milestone in each financial year in a less effort manner(**Datuk, Dr Mahamad Zubir, Seeht Saad, 2018**).

**Yazeed Alnasrallah, 2016** states that Motivation is that the process by which managers may influence the behavior of their employees and encourage them to take certain actions. It has been well-established in research that employee motivation features a positive impact on employee performance. The present article establishes this relationship through academic references. Various strategies that may be used by organizations to enhance employee motivation have also been discussed.

**Kerstin Nilsson, 2017** states that this study aimed to investigate the difference between whether individuals think they can work, and want to work until 65 years or not. Motivation factors were the foremost significant differences between the groups which are related. A satisfying work environment is vital as to if people think they will work or not. Nevertheless, whether people want to figure is counting on whether the workers are satisfied with the factors that promote their motivation for work. If society wants more people to figure until an upper age, it's important to enhance both work environmental factors and motivation factors in their work situation.

**Sharaeva Elvina,, Liu Zhi Chao,2019** stated that motivation can make employees exerting, pay longer, and encourage organizations to interact with their employees in work to realize a typical organizational and employee goal. Work motivation (intrinsic & extrinsic) and employee performance are that the rain issues for today's management and are often considered as a useful gizmo for employee performance. This study is said to explore any positive, negative, neutral, or no relationship between (Intrinsic & Extrinsic) motivation and employee performance. Moreover, this study will examine the impact of intrinsic & extrinsic motivation on employee performance. The study used a quantitative study to satisfy the research purpose. The Pearson Product moment coefficient of correlation was wont to test the 2 hypotheses that guided the study. The study reveals extrinsic motivation given to workers during an organization features an enormous influence on the worker's performance. Supported these findings, employers are continually challenged to develop pay policies and procedures which can enable them to attract, motivate, retain and satisfy their employees.

**Michael T.LeeaRobyn, RaschkeL., 2016** stated that Empirical evidence has demonstrated that motivated employees mean that better organizational performance. The target of this conceptual paper is to articulate the progress that has been made in understanding employee motivation and organizational performance and to suggest how the thought concerning employee motivation and organizational performance could also be advanced. We acknowledge the prevailing limitations of theory development and suggest an alternate research approach. Current motivation theory development is

based on conventional quantitative qualitative analysis (e.g., multiple regression analysis, structural equation modeling). Since researchers have an interest within the context and understanding of this social phenomena holistically, they think in terms of combinations and configurations of a gaggle of pertinent variables. We propose that researchers take a set-theoretic approach to complement existing conventional quantitative qualitative analysis. To advance the current thinking, we have proposed a set-theoretic approach to leverage employee motivation for organizational performance.

**Dr. Navaneetha T., Bhaskar K, 2018** stated that employee motivation at the workplace is a crucial area in human resource management that contributes to the performance of the workers. Many organizations are planning new strategies and ways to safeguard their employees. Better motivators at the workplace make the workers feel satisfied and put more effort to extend the productivity and profitability of the corporate. The study analyses the opinion of employees based on motivational factors at the workplace and based on the response, statistical tools like multivariate analysis and chi-square test are applied. The results of the study are very useful to each company which must manage its employees and makes them satisfied at the workplace. The study helps in retaining the workers within the company for an extended time.

**Ovidiu-Iliuta Dobre, 2013** states that the majority of organizations are said to compete to survive during this volatile and fierce market environment. Motivation and performance of the workers are essential tools for the success of any organization by the end of the day. On the one hand, measuring performance is critical to an organization's management, because it highlights the evolution and achievement of the organization. On the opposite hand, there's a positive relationship between employee motivation and organizational effectiveness, reflected in numerous studies. This paper aims to research the drivers of employee motivation to high levels of organizational performance. The article will show that factors like empowerment and recognition will increase employee motivation. If the empowerment and recognition of employees are increased, their motivation to figure also will improve, also as their accomplishments and therefore the organizational performance. Nevertheless, employee dissatisfaction will be caused by monotonous jobs and pressure from clients might weaken

organizational performance. Therefore, job absenteeism rates may increase and employees might leave the organization to join competitors that provide better work conditions and better incentives. Not all individuals are equivalent, so all should be motivated using different strategies. For example, one employee is going to be motivated by a better commission, while another could be motivated by job satisfaction alternatively a far better work environment.

**Md. Nurun Nabi, Prof. Md. Monirul Islam, Tanvir Mahady Dip, Md. Abdullah Al Hossain, 2017** states that Employees are the guts of any organization. For any organization to figure smoothly and with no interruption, employee cooperation cannot be replaced with anything. It's of utmost importance that the workers of an organization not only have an honest relationship with the very best management but also they maintain a healthy and professional relationship with their coworkers. The subsequent study is self-conducted research on how motivational tools impact the performance of employees for betterment. The study is said to also focus on de-motivation factors which are affecting employee performance negatively. A sample of individuals was selected and was interviewed with a self-administrated questionnaire to urge primary data. The info was analyzed using descriptive statistical analysis methods. The results which are obtained will indicate that if employees are positively motivated, it improves both their effectiveness and their efficiency drastically for achieving their organizational goals and motivational levels.

**Hashim ZAMEER, Shehzad ALI, Waqar NISAR, Muhammad AMIR, 2017**, states that Motivation plays a crucial role in altogether public and personal organizations. Without motivating their employee's organizations wouldn't run and wouldn't achieve their goals. The purpose of this study is to explore the impact of motivation on employee performance within the beverage industry in Chennai. The data for the present study has been collected from five major cities of Chennai using a structured questionnaire. Results from this study explore that motivation plays an important role in the performance of employees within the beverage industry of Chennai.

**Bhumika Gupta, Jeayaram Subramanian, 2014** stated that motivation is one of the foremost critical elements within the area of Human Resources Management.

Enterprises design motivation systems not only to encourage employees to perform their best most efficiently but also to attract future candidates to apply for specific posts. To be able to create an efficient motivation system, the purpose of our research is to find the main factors affecting motivation amongst the employees of the company. A questionnaire survey was undertaken among 145 employees of the company to analyze their perceptions regarding motivation in the workplace and also investigating the opinions of the coordinators of each department and also with the overall Manager about this same issue. At the end of the study, we make some recommendations for the company to counter this issue. This study would be a prelude and of great help to managers and Human Resources professionals to boost the productivity of the corporate by increasing the motivation of their employees.

**Gangapuram Aruna, 2018** states that the aim of the study was to review the impact of rewards and recognition which is done on employee motivation. And the specific objectives were to spot the foremost effective means of rewards and recognition, to review the behavioral differences between appreciated and non-appreciated employees, to know the extent to which motivation enhances employee's performance, to spot if the motivation has an impact on individual and organizational growth and to review if rewards and recognition leads to emotional conflicts between employees. The descriptive research design is said to be adopted for this study. Various employees from the companies were the respondents. It is evident from the study that a spread of things influences employee motivation and satisfaction. It was also significant to get that there's an immediate and positive relationship between rewards and recognition and job satisfaction and motivation. Hence, if rewards and recognition are said to be offered to employees were said to be altered, then there would be a corresponding change in work motivation and satisfaction. The direct translation of this could be that the upper the rewards and recognition, the upper the quantity of motivation and satisfaction, and possibly, therefore, the greater the quantity of performance and productivity. In the event of major inconsistencies, especially for emotional conflicts between performers and nonperformers, the organization should attempt to re-assess and rectify this example. If the organization doesn't re-assess this example, it could have a resultant negative impact on job performance and productivity also on the retention of minorities.

Per Maslow's hierarchy of needs, the lower-level needs such as salary and benefits must first be met before the higher-level needs, which impacts motivation can be satisfied. The research study has shown that managers can employ different strategies to motivate employees, but that managers must keep in mind that different strategies would have a different motivational impact on different people. In order to get the optimum results from the motivational strategy, the manager has got to realize and understand the issues, which needs recognition of every individual's unique values, beliefs, and practices.

**Dixit and Bhati, (2012)** revealed that the concept of organizational commitment was derived from Whyte's article in 1956, The employee , which states that commitment comes into being when an individual links extraneous interests with a uniform line of activity by making aside bet.

**Yusuf and Metiboba, (2012)** submit that job commitment may be a mental state that characterizes the employee's relationships with the organization; and has implications for the choice to continue or discontinue membership in the organization.

**Budworth, M. H., et al (2015).** This study examines the effectiveness of the feed-forward interview for improving the job performance of employees relative to a traditional performance appraisal interview in a business equipment firm.

**Yücel (2012)** has examined the connection between job satisfaction, organizational commitment, and also the turnover intention of employees. A model of job satisfaction, organizational commitment, and turnover intention was said to be developed and has been tested in one field study. The results emphasized the necessity to think about the factors which will be having effects on the connection by highlighting studies conducted on job satisfaction, organizational commitment, and turnover intention.

**Ghafoor (2012)** during a cross-sectional study attempted to see the connection between demographic characteristics and job satisfaction among academic staff of public and private sector universities. It was found there wasn't an excessive amount of difference in job satisfaction supported demographic characteristics.



**yNanga, Mudhovozi, Chireshe, and Maunganidze (2012)** investigated job satisfaction among employees of higher education institutions. The study found that few employees were satisfied with their jobs.

**Nagar (2012)** stated that the job conditions may be eroding job satisfaction thereby directly damaging the physical and mental health of employees.

**Rahman (2012)** indicated that there were significant differences in job satisfaction across age, sex, rank, years of experience, academics, degrees, and academic results. No significant differences were found concerning publications.

**Gujarathi and Shetty (2012)** suggested that the concept of human sigma within a tutorial context, stating that a contended faculty could also be a source of student satisfaction, apart from this faculty needs to be retained and satisfied.

**Katoch (2012)** identified the factors which impact the level of satisfaction of college teachers in Jammu & Kashmir. Results showed that female college teachers were more satisfied with their job than male teachers and income per annum is an important factor impacting the level of job satisfaction.

**Bhambu and Panghal (2013)** carried out a comparison of job satisfaction at the workplace in Punjab national bank and State Bank of India. The job satisfaction on leadership and planning, resource and career development, working conditions, employee benefits, and ability of employees.

**Mustapha (2013)** focused on the connection between financial reward against job satisfaction among lecturers. This study found that financial reward has a positive correlation with job satisfaction.

**Ashraf and Javed (2012)** analyzed are most important performance measurement indicators being used in higher education institutes.

## **CHAPTER –3**

### **RESEARCH METHODOLOGY**

Research Methodology is a way to find out the result of a given problem on a specific matter or problem that is also referred as research problem. In Methodology, researcher uses different criteria for solving/searching the given research problem. Different sources use different type of methods for solving the problem. If we think about the word —Methodology, it is the way of searching or solving the research problem.

#### **3.1 RESEARCH DESIGN:**

Research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

#### **TYPE OF RESEARCH DESIGN:**

The type of research design adopted in this study is DESCRIPTIVE RESEARCH.

#### **DESCRIPTIVE RESEARCH:**

Descriptive research includes surveys and fact-finding enquiries of different kinds and it can report only what has happened. The purpose of the research is description of the state of affairs as it exists at present. Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, when, where and how. A descriptive study is undertaken in order to ascertain and able to describe the organization constantly engaged themselves in studying and analyzing issues and hence are involved in some form of research activity as they make decisions at the work place. It involves lot of factors like the research design, tools used etc., all these steps and factors put together to bring out clear and accurate results.

#### **3.2 SAMPLING METHOD:**

Sampling is the process of selecting a representative group from the population under study. The target population is the total group of individuals from which the sample might be drawn. A sample is the group of people who take part in the investigation. The people who take part are referred to as —participants.

### **TYPE OF SAMPLING METHOD:**

The sampling method used in this study is NON-PROBABILITY SAMPLING.

### **NON-PROBABILITY SAMPLING:**

Non-probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected.

### **3.3 SAMPLE SIZE:**

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. The sample size for the study is 145 which are finalized through a pilot study of 25.

### **3.4 DATA COLLECTION:**

Data collection is a systematic approach to gathering information from a variety of sources to get a complete and accurate picture of an area of interest. In this study responses are collected through two different sources. The sources of data collection are;

- Primary data collection
- Secondary data collection

### **PRIMARY DATA COLLECTION:**

Primary data is a type of information that is obtained directly from first-hand sources by means of surveys, observation or experimentation. It is data that has not been previously published and is derived from a new or original research study and collected at the source such as in market. Primary data collection techniques used in this study is QUESTIONNAIRE METHOD. Questionnaire was circulated to 145 respondents. In this study various questionnaire techniques are used and they are:

- Closed ended questions
- Open ended questions

### **CLOSED ENDED QUESTIONS:**

Closed ended questions are just that: direct questions that ask for specific pieces of information from a respondent. Closed questions have their greatest value when we need to obtain facts and specific pieces of information. By their nature they limit the respondent field of choice and length of response. A closed-ended question is a question format that limits respondents with a list of answer choices from which they must choose to answer the question. Different types of closed ended questions are,

**DICHOTOMOUS TYPE:**

When a question has two possible responses, we consider it as dichotomous type. Surveys often use dichotomous questions that ask for Yes/No, True/False, Agree/Disagree.

**MULTIPLE CHOICE QUESTIONS:**

Multiple choice questions are a type which has list of answer choices from which they must choose to answer the question

**RATING QUESTIONS:** A rating question asks survey respondents to compare different items using a common scale a question that asks the participant to position each property or object on a verbal, numeric, or graphic continuum. A rating scale is a set of categories designed to elicit information about a quantitative or a qualitative attribute.

**RANKING QUESTIONS:**

A measurement question that asks the participant to compare and order two or more objects or properties using a numeric scale. A ranking question asks survey respondents to compare a list of different objects to one another.

**ii) OPEN ENDED QUESTIONS:**

Open-ended questions are those questions that will solicit additional information from the inquirer. Sometimes called infinite response or unsaturated type questions. By definition, they are broad and require more than one- or two-word responses. An open-ended question is a question that cannot be answered with a simple yes or no, or with only one or two words, where the person answering the question has to answer it in his or her own words.

**SECONDARY DATA COLLECTION:**

Secondary data is collected by someone other than the user. Common sources of secondary data for social science include journals, reports, books, websites, magazines etc.

### **3.5 RESEARCH TOOLS:**

Research tools can be defined as the instrument in the hands of researchers to measure what they intend to in their study. The collected data has been analysed by the following statistical tool:

- a) Percentage Analysis
- b) Chi-Square test
- c) Correlation Analysis
- d) Kruskal Wallis H-test
- e) Weighted Average Method

**CHAPTER – 4**  
**DATA ANALYSIS AND INTERPRETATION**

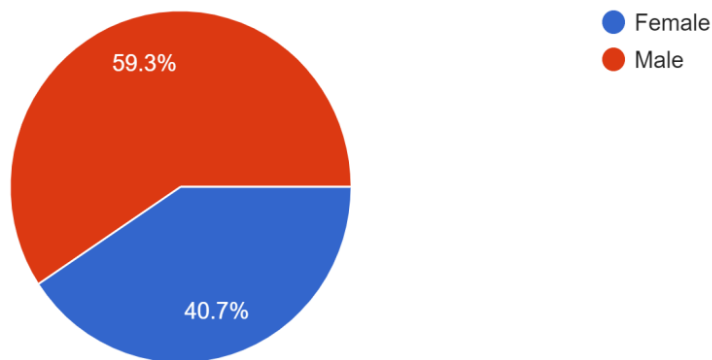
**4.1 PERCENTAGE ANALYSIS:**

**Table 4.1.1: gender of respondents**

s.no	particulars	no of respondents	percentage of respondents
1	Male	86	59.3
2	Female	59	40.7
	Total	145	100

**Source: Primary Data**

Gender  
145 responses



**Chart 4.1.1: gender of respondents**

**Interpretation:**

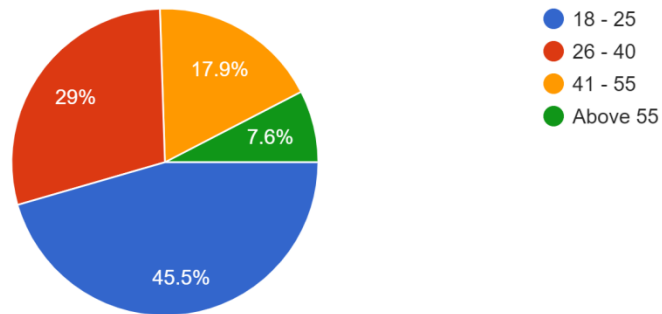
From the above table it is observed that 59.3% of the respondents are from the group male and the remaining 40.7% of respondents are from the group female.

**Table 4.1.2: Age group of respondents**

s. no	particulars	no of respondents	percentage of respondents
1	18 - 25	66	45.5
2	26 - 40	42	28.9
3	41 - 55	26	17.9
4	Above 55	11	7.5
	Total	145	100

**Source: Primary Data**

Age group  
145 responses



**Chart 4.1.2: Age group of respondents**

**Interpretation:**

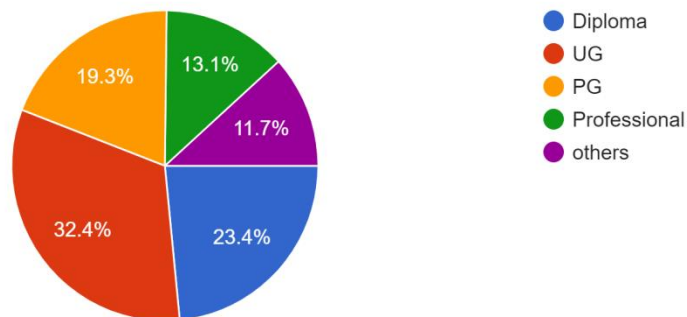
From the above table it is observed that 45.5 of the respondents are from the group 18-25 and the remaining 7.5% of respondents are from the group above 55.

**Table 4.1.3: Highest qualification of respondents**

s no	particulars	no of respondents	percentage of respondents
1	diploma	34	23.4
2	UG	47	32.4
3	PG	28	19.3
4	professional	19	13.1
5	other	17	11.7
	total	145	100

**Source: Primary Data**

Highest Qualification  
145 responses



**Chart 4.1.3: Highest qualification of respondents**

**Interpretation:**

From the above table it is observed that 32.4% of the respondents are from the group UG and the remaining 11.7% of the respondents are from the group other.



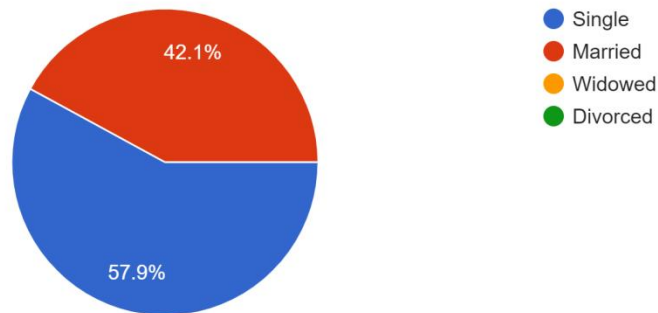
**Table 4.1.4: Marital status of respondents**

s no	particular	no of respondent	percentage of respondents
1	single	84	57.9
2	married	61	43.4
	total	145	100

**Source: Primary Data**

Marital status

145 responses



**Chart 4.1.4: Marital status of respondents**

**Interpretation:**

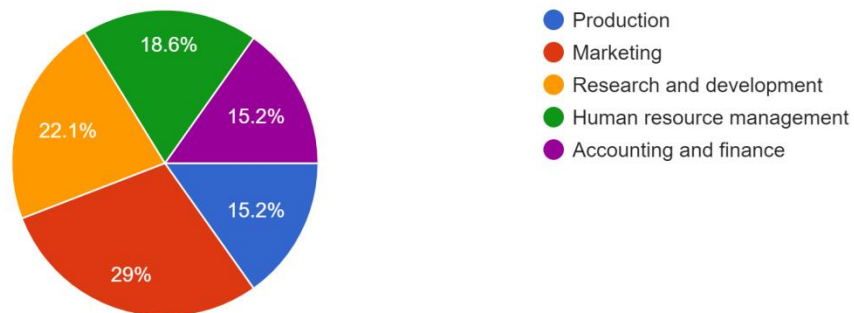
From the above table it is observed that 57.9% of the respondents are single and the remaining 42.1% of the respondents are married.

**Table 4.1.5: Department of respondents**

s no	particular	no of respondent	percentage of respondent
1	Production	22	15.1
2	Marketing	42	28.9
3	Research and development	32	22
4	Human resource management	27	18.6
5	Accounting and finance	22	15.1
	Total	145	100

**Source: Primary Data**

Department  
145 responses



**Chart 4.1.5: Department of respondents**

**Interpretation:**

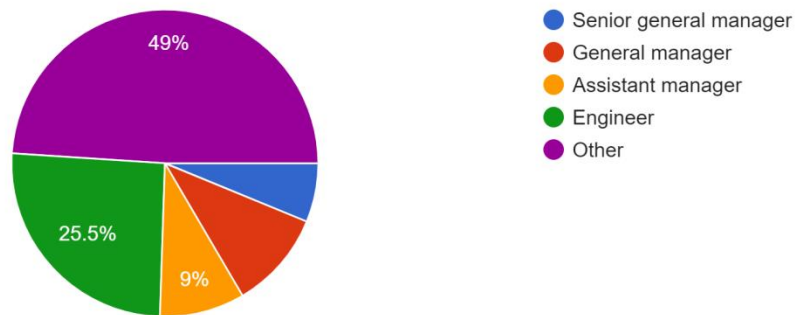
From the above table it is observed that 28.9% of the respondents are from the group marketing and the remaining 15.1% of the respondents are from the group Production, Accounting and Finance.

**Table 4.1.6: Designation of respondents**

s no	particular	no of respondent	percentage of respondent
1	Senior general manager	6	4.1
2	General manager	15	10.3
3	Assistant manager	13	8.9
4	Engineer	37	25.5
5	Other	71	48.9
	Total	145	100

**Source: Primary Data**

Designation  
145 responses



**Chart 4.1.6: Designation of respondents**

**Interpretation:**

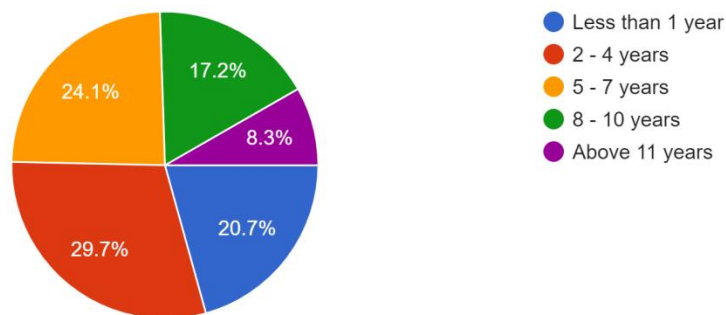
From the above table it is observed that 48.9% of the respondents are from the group other and the remaining 8.9% of the respondents are from the group Assistant manager

**Table 4.1.7: years of experience of respondents**

s no	Particular	No of respondent	Percentage of respondent
1	Less than 1 year	30	20.6
2	2 - 4 years	43	29.2
3	5 - 7 years	35	24.1
4	8 - 10 years	25	17.2
5	Above 11 years	12	8.2
	Total	145	100

**Source: Primary Data**

Years of experience  
145 responses



**Chart 4.1.7: years of experience of respondents**

**Interpretation:**

From the above table it is observed that 29.2% of the respondents are from the group 2-4 years and the remaining 8.2% of the respondents are from the group Above 11 years.

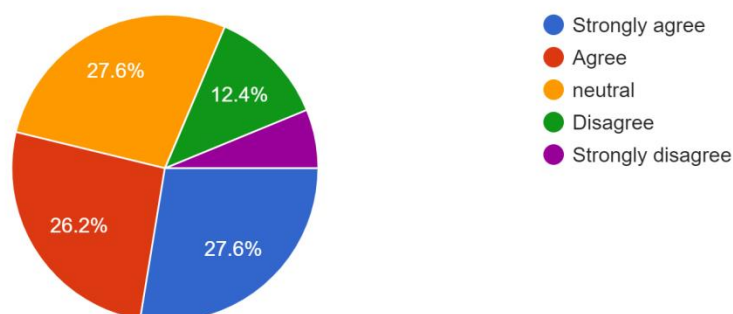
**Table 4.1.8: organizational motivation results in superior performance of respondents**

s no	Particular	no of respondent	percentage of respondent
1	strongly agree	40	27.5
2	agree	38	26.2
3	neutral	40	27.5
4	disagree	18	12.4
5	strongly disagree	9	6.2
	Total	145	100

**Source: Primary Data**

Do you think that organizational motivation results in superior performance?

145 responses



**Chart 4.1.8: do you think that organizational motivation results in superior performance wise classification of respondents**

**Interpretation:**

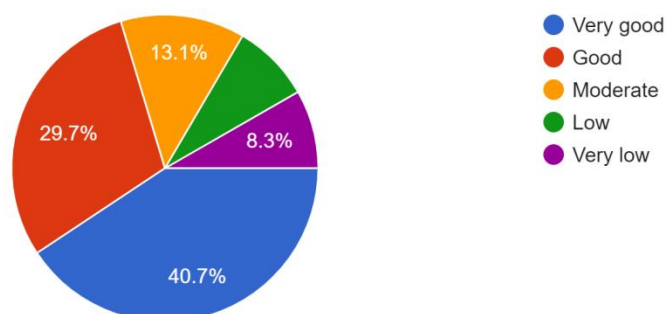
From the above table it is observed that 27.5% of the respondents are from the group strongly agree and the remaining 6.2% of the respondents are from the group strongly disagree.

**Table 4.1.9: Training and development program conducted to improve employee performance**

s no	Particular	No of respondents	percentage of respondents
1	very good	59	40.6
2	good	43	29.6
3	moderate	19	13.1
4	low	12	8.2
5	very low	12	8.2
	total	145	100

**Source: Primary Data**

Training and Development program conducted to improve employee performance?  
145 responses



**Chart 4.1.9: Training and development program conducted to improve employee performance**

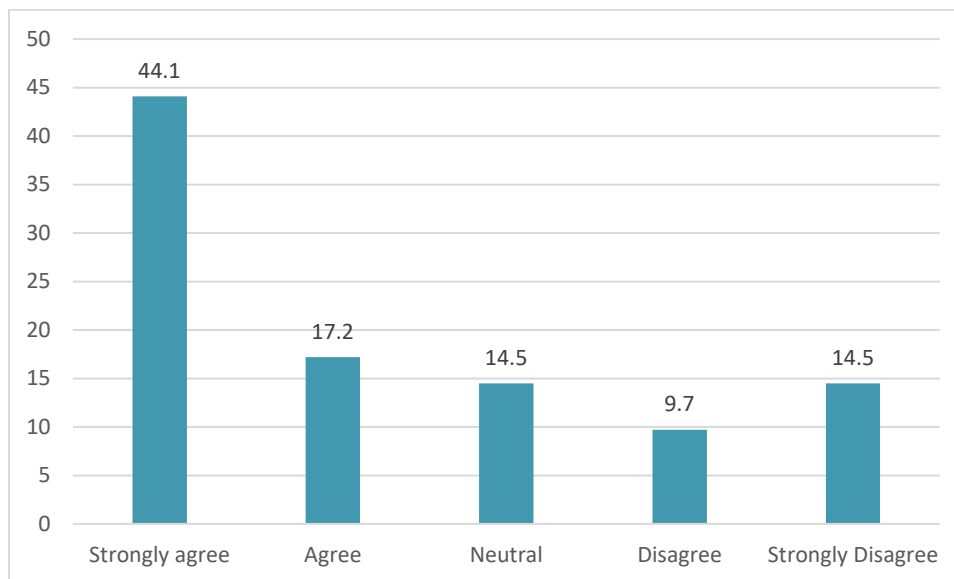
**Interpretation:**

From the above table it is observed that 40.6% of the respondents are from the group very good and the remaining 8.2% of the respondents are from the group low and very low.

**Table 4.1.10: promotion factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly agree	64	44.1
2	Agree	25	17.2
3	Neutral	21	14.5
4	Disagree	14	9.7
5	Strongly Disagree	21	14.5
	Total	145	100

**Source: Primary Data**



**Chart 4.1.10: Promotion factor**

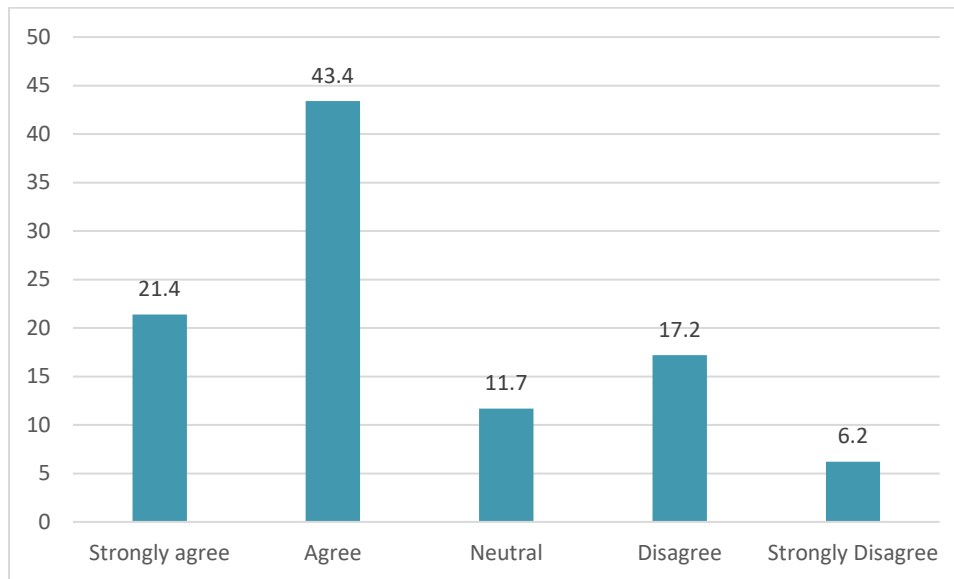
**Interpretation:**

From the above table, it is observed that 44.7% of the respondents are from the group strongly agree and the remaining 9.7% of the respondents are from the group disagree.

**Table 4.1.11: Award factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly agree	31	21.4
2	Agree	63	43.4
3	Neutral	17	11.7
4	Disagree	25	17.2
5	Strongly Disagree	9	6.2
	Total	145	100

**Source: Primary Data**



**Chart 4.1.11: Award factor**

**Interpretation:**

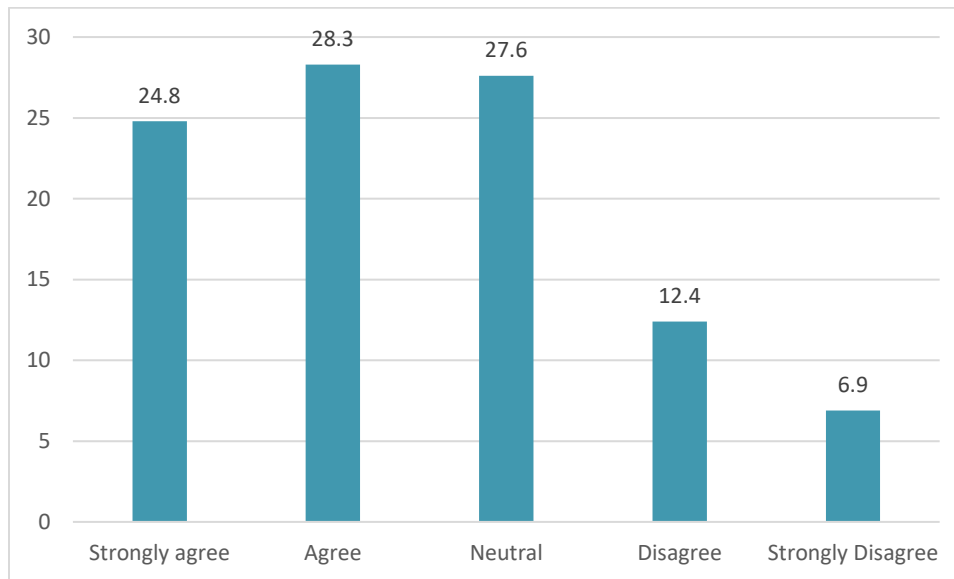
From the above table, it is observed that 43.4% of the respondents are from the group agree and the remaining 6.2% of the respondents are from the group strongly disagree.



**Table 4.1.12: Salary and Increment factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly agree	36	24.8
2	Agree	41	28.3
3	Neutral	40	27.6
4	Disagree	18	12.4
5	Strongly Disagree	10	6.9
	Total	145	100

**Source: Primary Data**



**Chart 4.1.12: Salary and Increment factor**

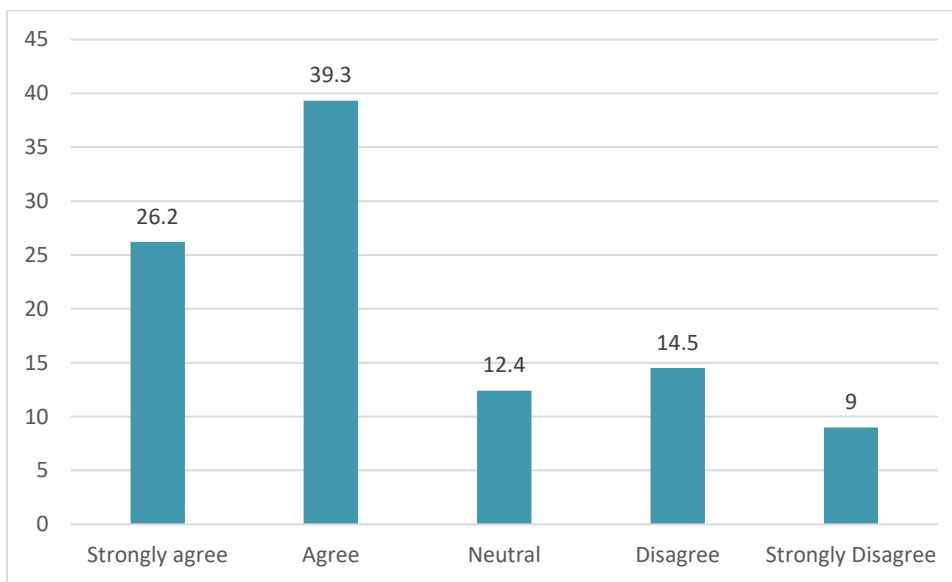
**Interpretation:**

From the above table, it is observed that 28.3% of the respondents are from the group agree and the remaining 6.9% of the respondents are from the group strongly disagree.

**Table 4.1.13:Workloadfactor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly agree	38	26.2
2	Agree	57	39.3
3	Neutral	18	12.4
4	Disagree	21	14.5
5	Strongly Disagree	13	9
	Total	145	100

**Source: Primary Data**



**Chart 4.1.13:Workloadfactor**

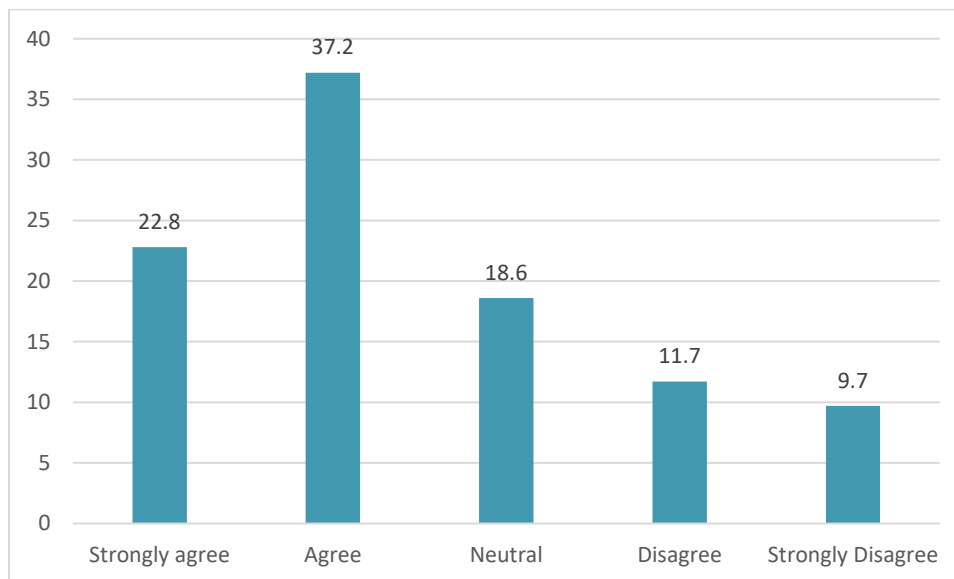
**Interpretation:**

From the above table, it is observed that 39.3% of the respondents are from the group agree and the remaining 9% of the respondents are from the group strongly disagree.

**Table 4.1.14: Recognition factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly agree	33	22.8
2	Agree	54	37.2
3	Neutral	27	18.6
4	Disagree	17	11.7
5	Strongly Disagree	14	9.7
	Total	145	100

**Source: Primary Data**



**Chart 4.1.14: Recognition factor**

**Interpretation:**

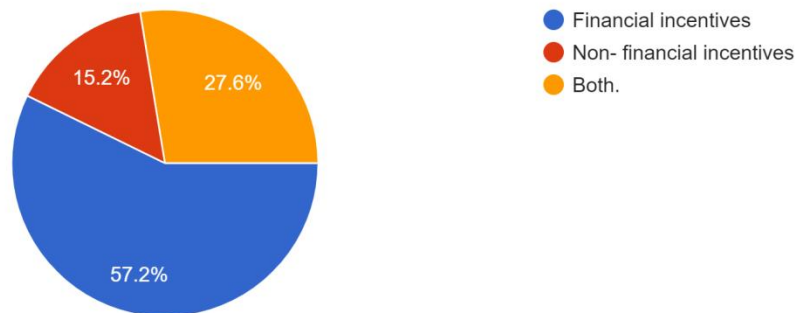
From the above table, it is observed that 37.2% of the respondents are from the group agree and the remaining 9.7% of the respondents are from the group strongly disagree.

**Table 4.1.15: Type of incentives that motivates you more**

s no	particular	no of respondent	percentage of respondent
1	Financial incentives	83	57.2
2	Non- financial incentives	22	15.1
3	Both	40	27.5
	Total	145	100

**Source: Primary Data**

The type of incentives that motivates you more  
145 responses



**Chart 4.1.15: Type of incentives that motivates you more**

**Interpretation:**

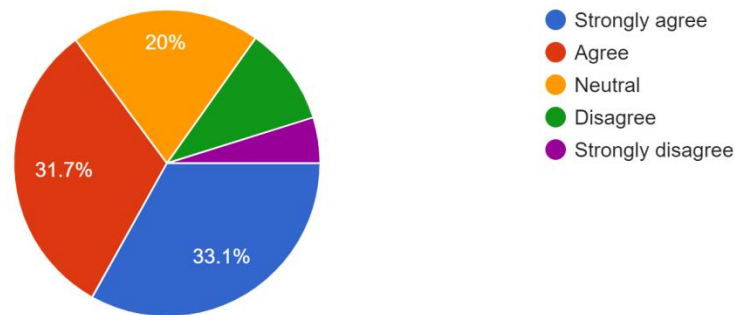
From the above table it is interpreted that 57.2% motivated by financial incentives, 15.2% non-financial incentives and 27.6% are motivated by both.

**Table 4.1.16: Top management launches HR initiatives to motivate employee**

s no	particular	no of respondent	Percentage of respondent
1	Strongly agree	48	33.1
2	agree	46	31.7
3	neutral	29	20
4	disagree	15	10.3
5	strongly disagree	7	4.8
	Total	145	100

**Source: Primary Data**

Top management launches HR initiatives to motivate employee  
145 responses



**Chart 4.1.16: Top management launches HR initiatives to motivate employee**

**Interpretation:**

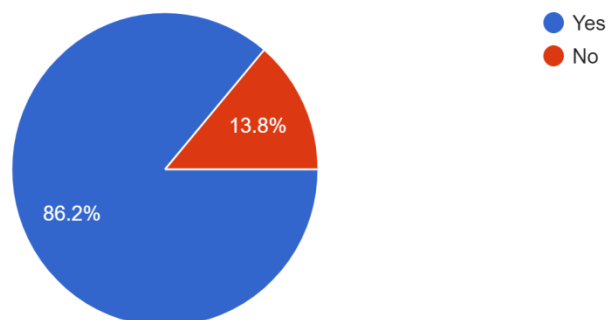
From the above it is observed that 33.1% of the respondents are from the group strongly agree and the remaining 4.8% of the respondents are from the group strongly disagree.

**Table 4.1.17: Showing does the management involve you in decision making which are connected to your department**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Yes	125	86.2
2	No	20	13.8
	Total	145	100

**Source: Primary Data**

Does the management involve you in decision making which are connected to your department?  
145 responses



**Chart 4.1.17: Showing does the management involve you in decision making which are connected to your department**

**Interpretation:**

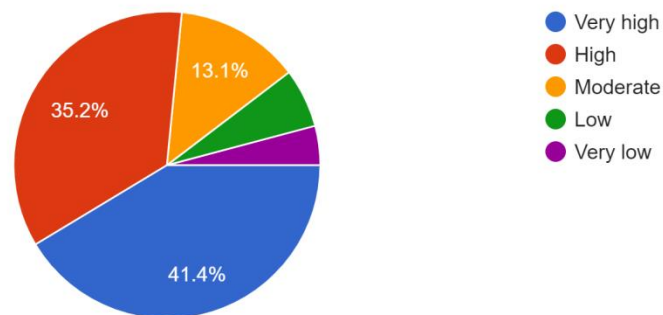
From the above table it is observed that 86.2% of the respondents are from the group Yes and the remaining 13.8% of the respondents are from the group No.

**Table 4.1.18: job security in the organization is relatively**

s no	particular	No of respondent	Percentage of respondent
1	very high	60	41.2
2	high	51	35.1
3	moderate	19	13.1
4	low	9	6.2
5	very low	6	4.1
	total	145	100

**Source: Primary Data**

Job security in the organization is relatively  
145 responses



**Chart 4.1.18: job security in the organization is relatively**

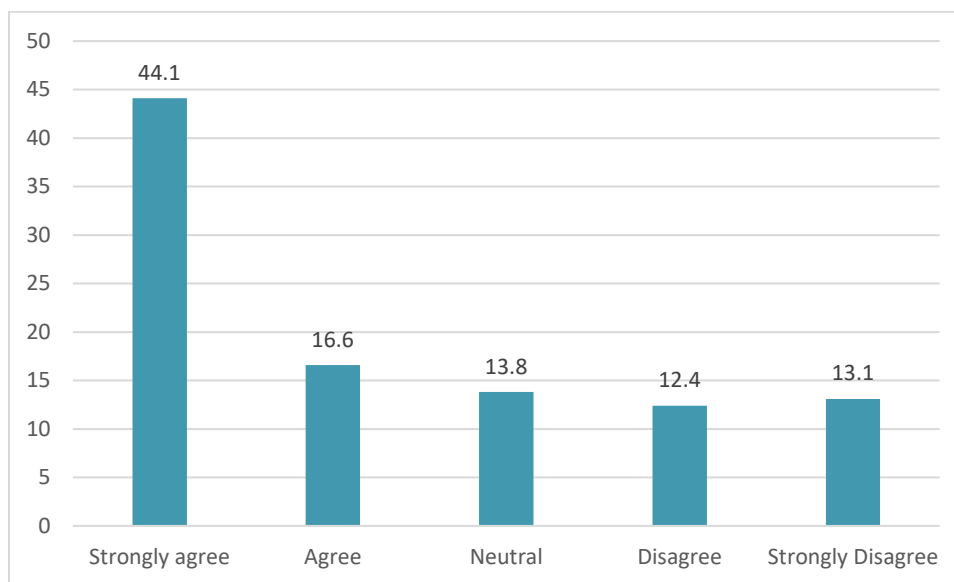
**Interpretation:**

From the above table it is observed that 41.2 of the respondents are from the group very high and the remaining 4.1% of the respondents are from the group very low.

**Table 4.1.19: Workplace layout environmental factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly agree	64	44.1
2	Agree	24	16.6
3	Neutral	20	13.8
4	Disagree	18	12.4
5	Strongly Disagree	19	13.1
	Total	145	100

**Source: Primary Data**



**Chart 4.1.19: Workplace layout environmental factor**

**Interpretation:**

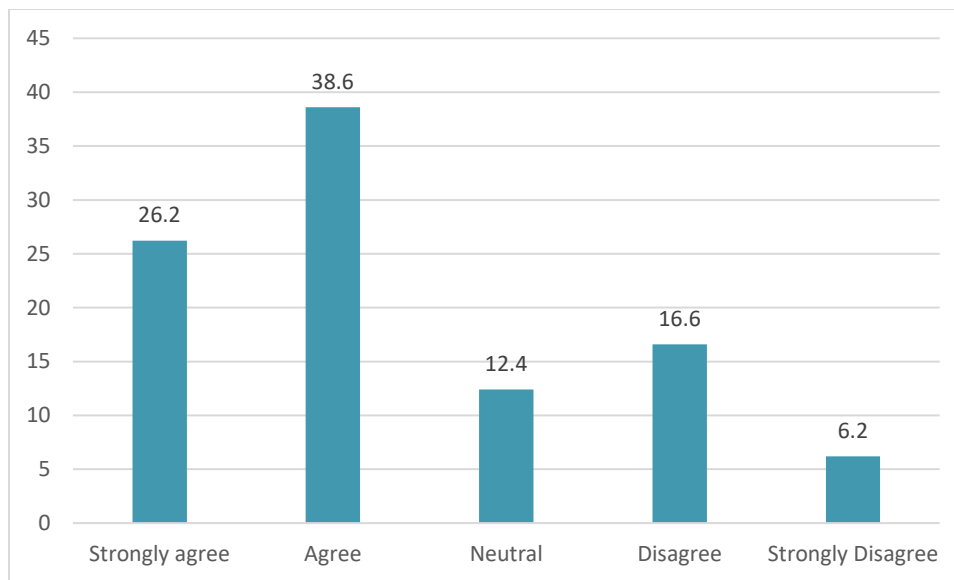
From the above table, it is observed that 44.1% of the respondents are from the group strongly agree and the remaining 12.4% of the respondents are from the group disagree.



**Table 4.1.20: Workstation set-up environmental factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly agree	38	26.2
2	Agree	56	38.6
3	Neutral	18	12.4
4	Disagree	24	16.6
5	Strongly Disagree	9	6.2
	Total	145	100

**Source: Primary Data**



**Chart 4.1.20: Workstation set-up environmental factor**

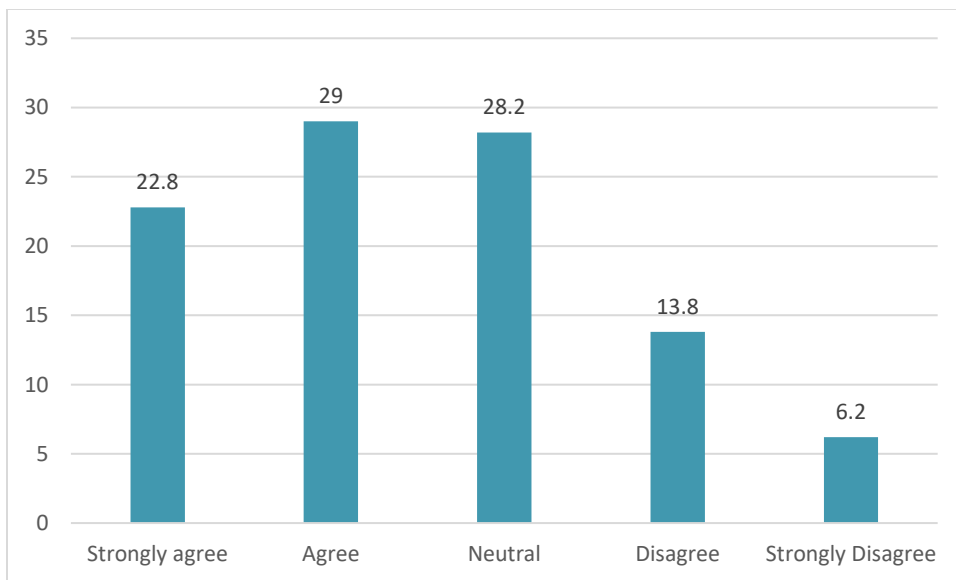
**Interpretation:**

From the above table, it is observed that 36.6% of the respondents are from the group agree and the remaining 6.2% of the respondents are from the group strongly disagree.

**Table 4.1.21: Air quality environmental factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly agree	33	22.8
2	Agree	42	29
3	Neutral	41	28.2
4	Disagree	20	13.8
5	Strongly Disagree	9	6.2
	Total	145	100

**Source: Primary Data**



**Chart 4.1.21: Air quality environmental factor**

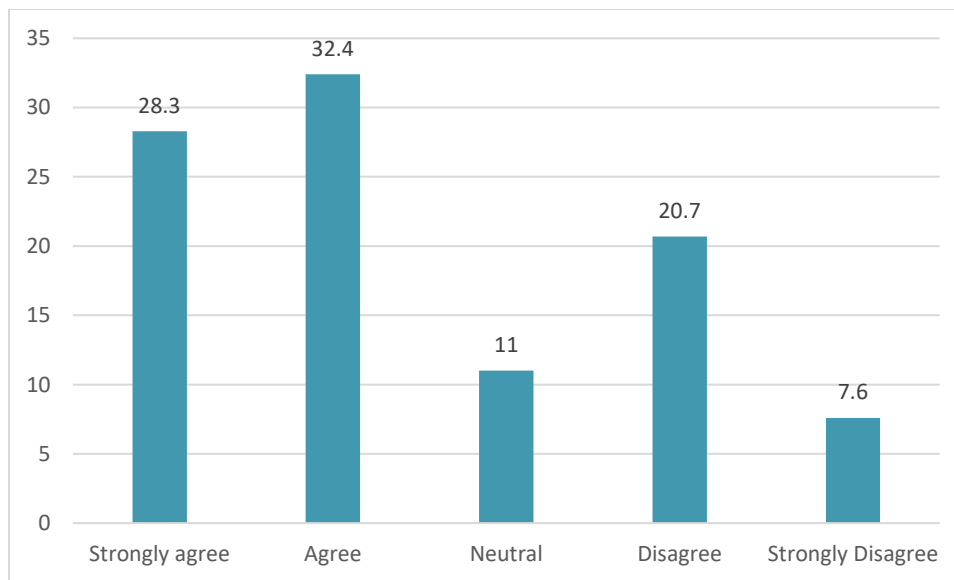
**Interpretation:**

From the above table, it is observed that 29% of the respondents are from the group agree and the remaining 6.2% of the respondents are from the group strongly disagree.

**Table 4.1.22: space environmental factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly agree	41	28.3
2	Agree	47	32.4
3	Neutral	16	11
4	Disagree	30	20.7
5	Strongly Disagree	11	7.6
	Total	145	100

**Source: Primary Data**



**Chart 4.1.22: space environmental factor**

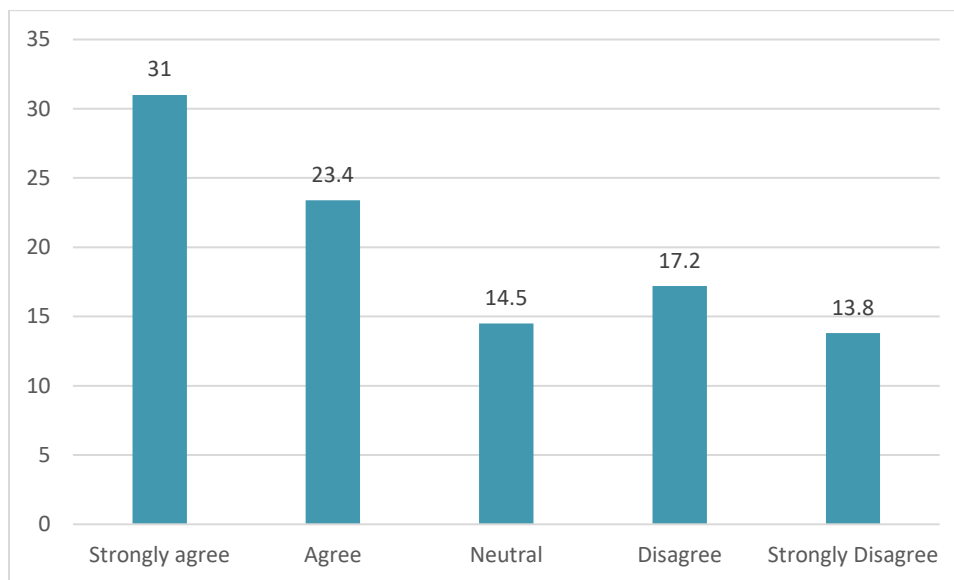
**Interpretation:**

From the above table, it is observed that 32.4% of the respondents are from the group agree and the remaining 7.6% of the respondents are from the group strongly disagree.

**Table 4.1.23: temperature environmental factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly agree	45	31
2	Agree	34	23.4
3	Neutral	21	14.5
4	Disagree	25	17.2
5	Strongly Disagree	20	13.8
	Total	145	100

**Source: Primary Data**



**Chart 4.1.23: temperature environmental factor**

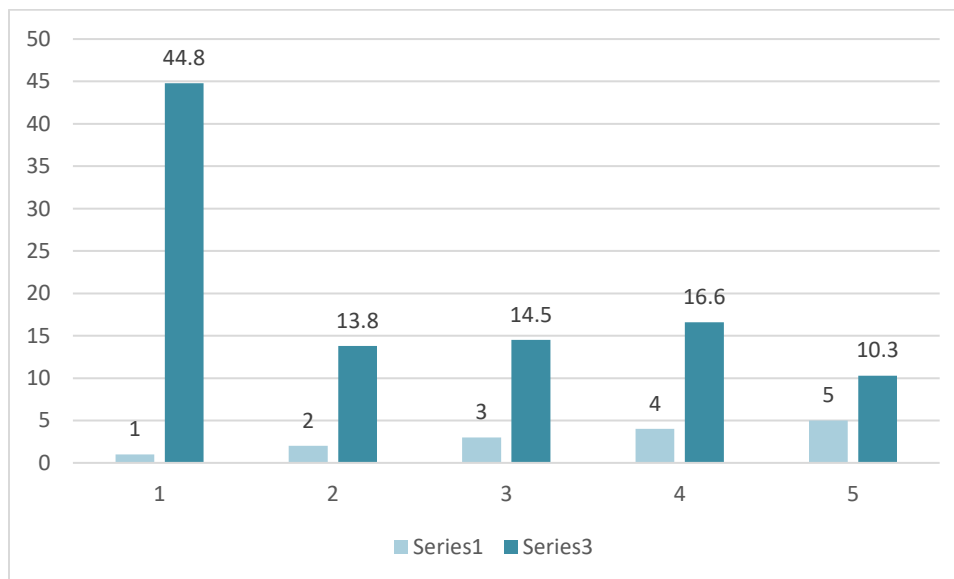
**Interpretation:**

From the above table, it is observed that 31% of the respondents are from the group strongly agree and the remaining 7.6% of the respondents are from the group strongly disagree.

**Table 4.1.24: Learning culture motivational factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	1	65	44.8
2	2	20	13.8
3	3	21	14.5
4	4	24	16.6
5	5	15	10.3
	Total	145	100

**Source: Primary Data**



**Chart 4.1.24: Learning culture motivational factor**

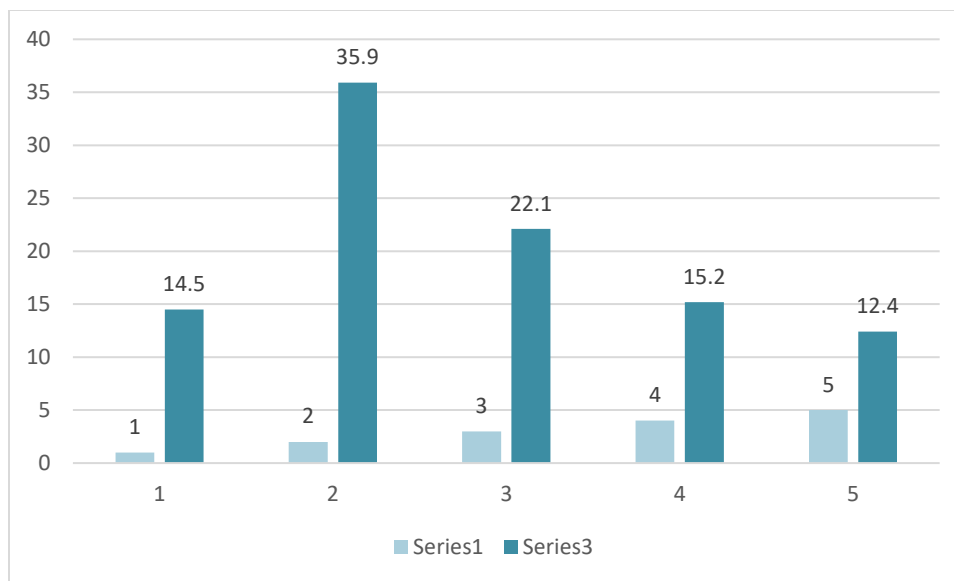
**Interpretation:**

From the above table, it is observed that 44.8% of the respondents are from the group rank one and the remaining 10.3% of the respondents are from the group rank five.

**Table 4.1.25: Interpersonal relations with superiormotivational factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	1	21	14.5
2	2	52	35.9
3	3	32	22.1
4	4	22	15.2
5	5	18	12.4
	Total	145	100

**Source: Primary Data**



**Chart 4.1.25: Interpersonal relations with superiormotivational factor**

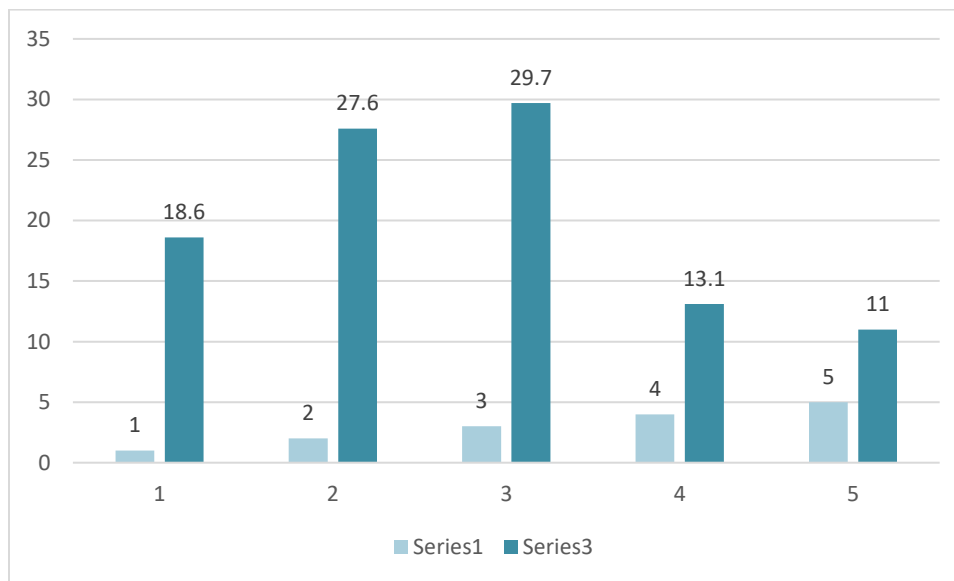
**Interpretation:**

From the above table, it is observed that 35.9% of the respondents are from the group rank two and the remaining 12.4% of the respondents are from the group rank five.

**Table 4.1.26: Interpersonal relations with peers motivational factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	1	27	18.6
2	2	40	27.6
3	3	43	29.7
4	4	19	13.1
5	5	16	11
	Total	145	100

**Source: Primary Data**



**Chart 4.1.26: Interpersonal relations with peers motivational factor**

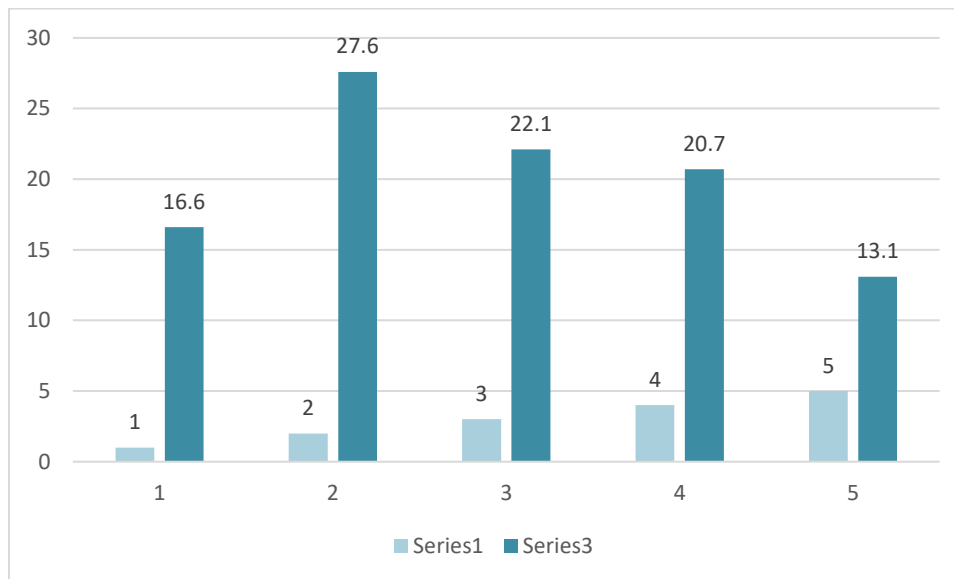
**Interpretation:**

From the above table, it is observed that 29.7% of the respondents are from the group rank three and the remaining 11% of the respondents are from the group rank five.

**Table 4.1.27: Effective team motivational factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	1	24	16.6
2	2	40	27.6
3	3	32	22.1
4	4	30	20.7
5	5	19	13.1
	Total	145	100

**Source: Primary Data**



**Chart 4.1.27: Effective team motivational factor**

**Interpretation:**

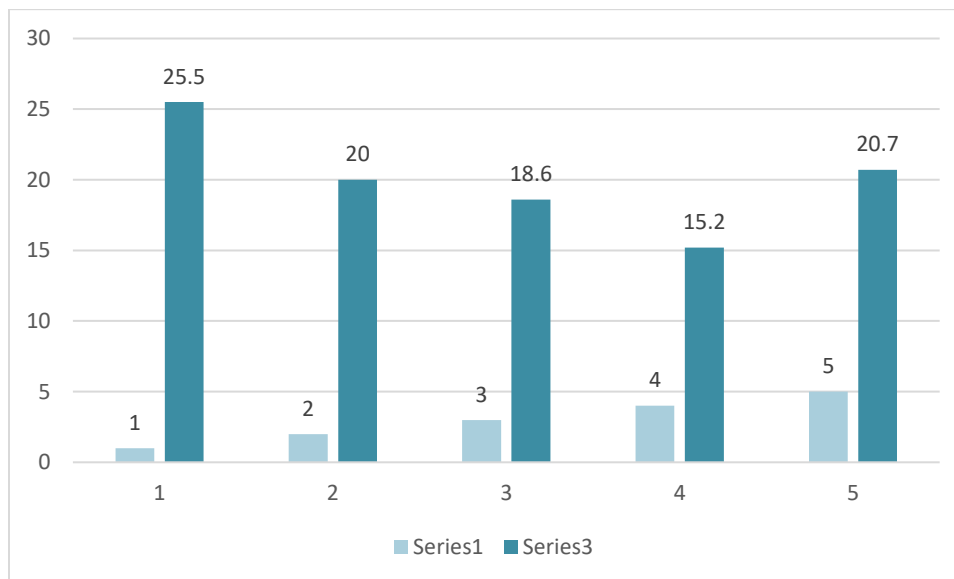
From the above table, it is observed that 27.6% of the respondents are from the group rank two and the remaining 13.1% of the respondents are from the group rank five.



**Table 4.1.28: Work condition motivational factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	1	37	25.5
2	2	29	20
3	3	27	18.6
4	4	22	15.2
5	5	30	20.7
	Total	145	100

**Source: Primary Data**



**Chart 4.1.28: Work condition motivational factor**

**Interpretation:**

From the above table, it is observed that 25.5% of the respondents are from the group rank one and the remaining 15.2% of the respondents are from the group rank four.

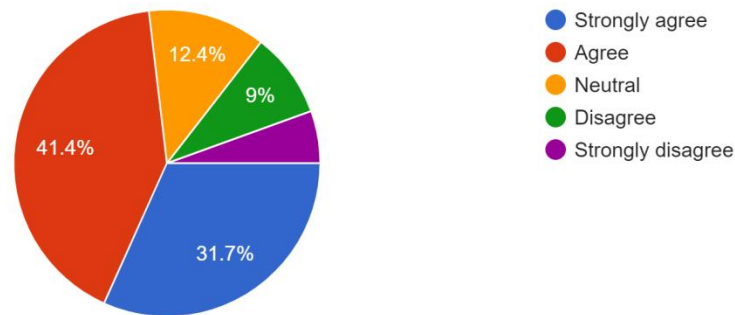
**Table 4.1.29: competitive environment as a threat to your job**

s no	particular	no of respondent	percentage of respondent
1	strongly agree	46	31.7
2	agree	60	41.3
3	neutral	18	12.4
4	disagree	13	8.9
5	strongly disagree	8	5.5
	Total	145	100

**Source: Primary Data**

Do you find a competitive environment as a threat to your job?

145 responses



**Chart 4.1.29: competitive environment as a threat to your job.**

**Interpretation:**

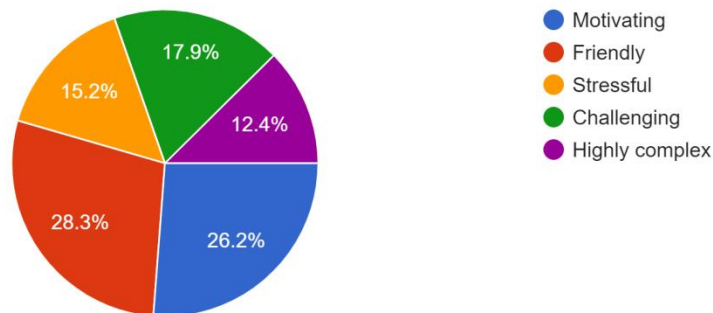
From the above table it is observed that 41.3% of the respondents are from the group agree and the remaining 5.5% of the respondents are from the group strongly disagree.

**Table 4.1.30: present working condition**

s no	particular	no of respondent	percentage of respondent
1	Motivating	38	26.2
2	friendly	41	28.2
3	stressful	22	15.1
4	challenging	26	17.9
5	highly complex	18	12.4
	total	145	100

**Source: Primary Data**

The present working condition  
145 responses



**Chart 4.1.30: present working condition**

**Interpretation:**

From the above table it is observed that 28.2% of the respondents are from the group friendly and the remaining 12.4% of the respondents are from the group highly complex.

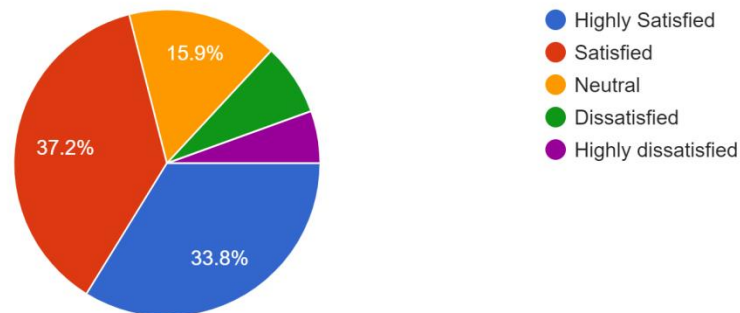
**Table 4.1.31: level of satisfaction with the working culture of the organization**

S no	particular	No of respondent	Percentage of respondent
1	Highly satisfied	49	33.7
2	Satisfied	54	37.2
3	Neutral	23	15.8
4	Dissatisfied	11	7.5
5	Highly dissatisfied	8	5.5
	Total	145	100

**Source: Primary Data**

Rate the level of satisfaction with the working culture of the organization ?

145 responses



**Chart 4.1.31: level of satisfaction with the working culture of the organization**

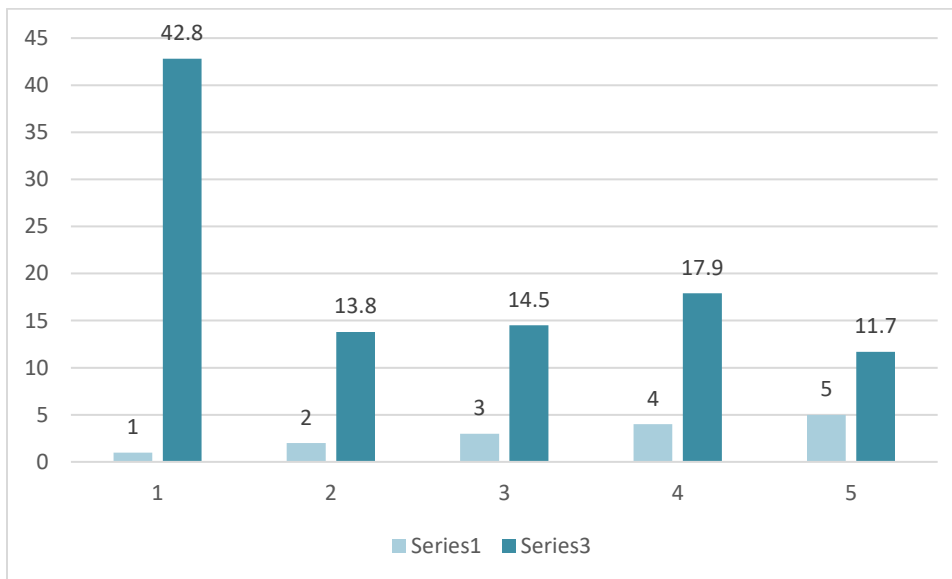
**Interpretation:**

From the above table it is observed that 37.2% of the respondents are from the group Satisfied and the remaining 5.5% of the respondents are from the group Highly Dissatisfied.

**Table 4.1.32: skill factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	1	62	42.8
2	2	20	13.8
3	3	21	14.5
4	4	26	17.9
5	5	17	11.7
	Total	145	100

**Source: Primary Data**



**Chart 4.1.32: skill factor**

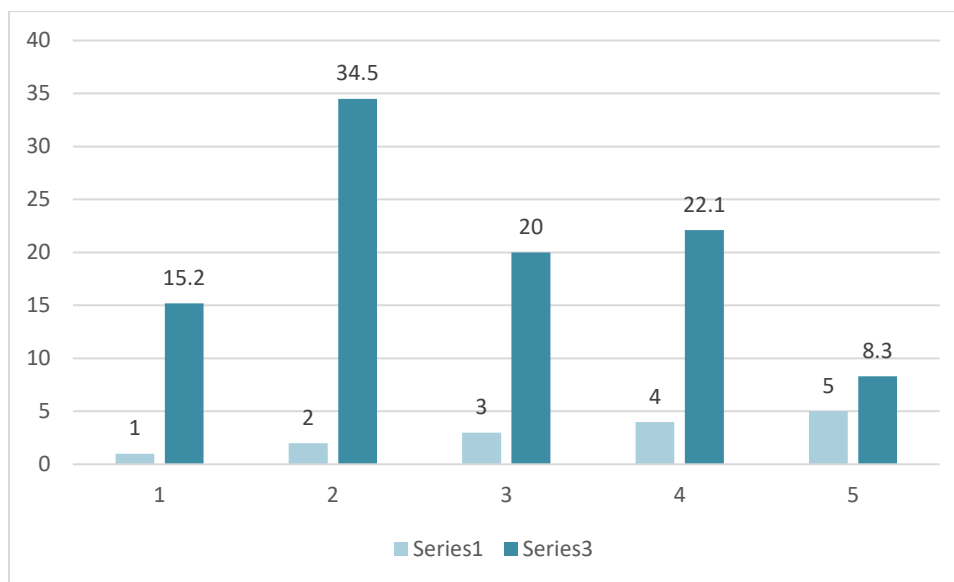
**Interpretation:**

From the above table, it is observed that 42.8% of the respondents are from the group rank one and the remaining 11.7% of the respondents are from the group rank five.

**Table 4.1.33: knowledge factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	1	22	15.2
2	2	50	34.5
3	3	29	20
4	4	32	22.1
5	5	12	8.3
	Total	145	100

**Source: Primary Data**



**Chart 4.1.33: knowledge factor**

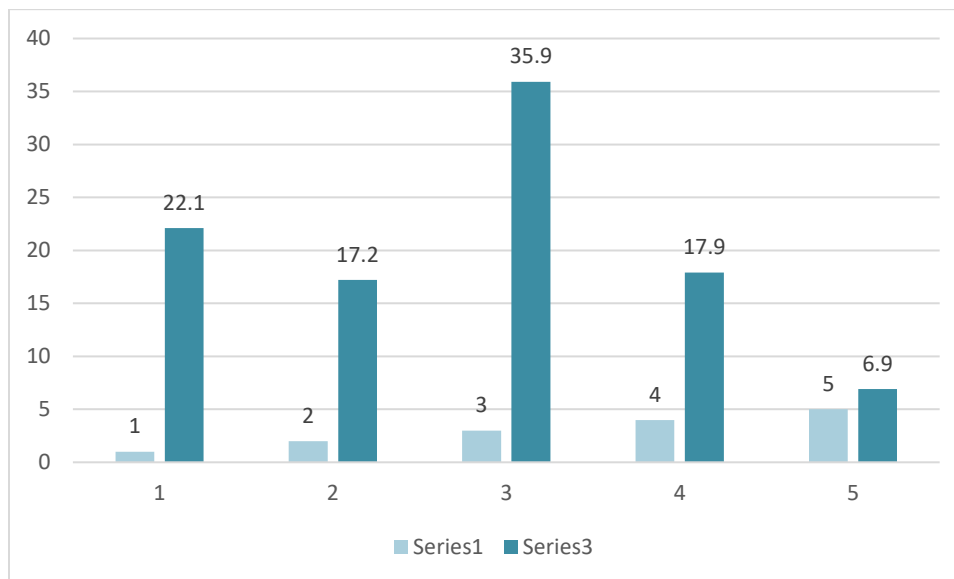
**Interpretation:**

From the above table, it is observed that 34.5% of the respondents are from the group rank two and the remaining 8.3% of the respondents are from the group rank five.

**Table 4.1.34: experience factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	1	32	22.1
2	2	25	17.2
3	3	52	35.9
4	4	26	17.9
5	5	10	6.9
	Total	145	100

**Source: Primary Data**



**Chart 4.1.34: experience factor**

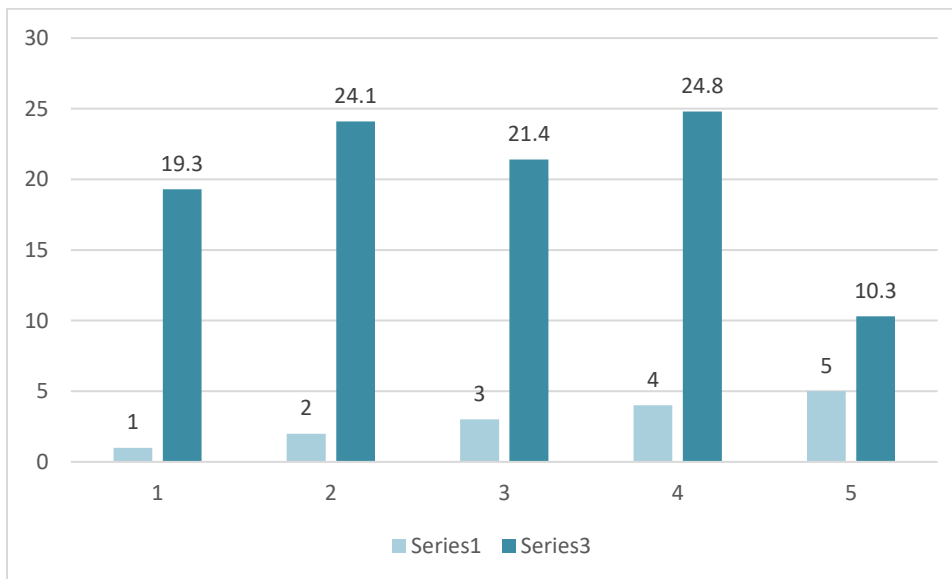
**Interpretation:**

From the above table, it is observed that 22.1% of the respondents are from the group rank one and the remaining 6.9% of the respondents are from the group rank five.

**Table 4.1.35: team work factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	1	28	19.3
2	2	35	24.1
3	3	31	21.4
4	4	36	24.8
5	5	15	10.3
	Total	145	100

**Source: Primary Data**



**Chart 4.1.35: team work factor**

**Interpretation:**

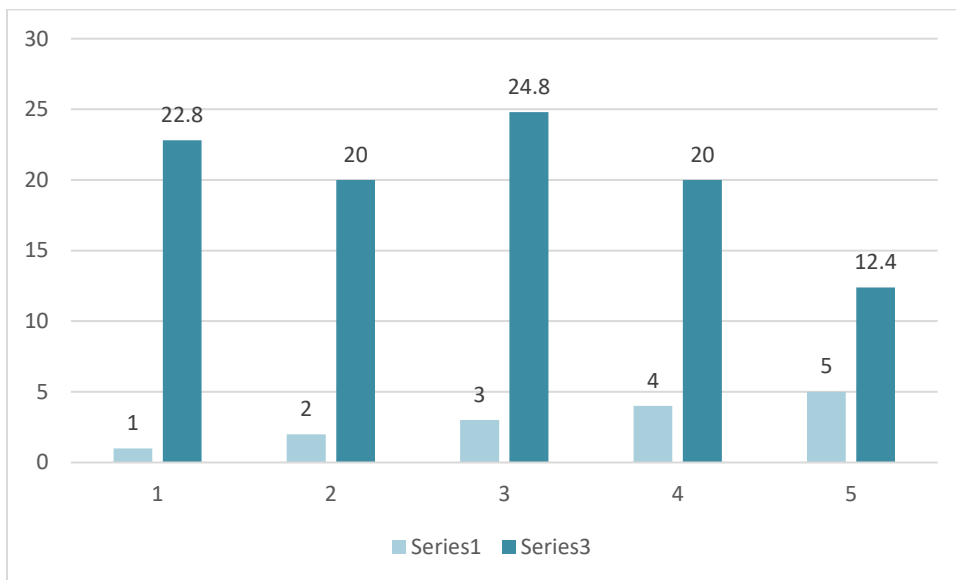
From the above table, it is observed that 24.8% of the respondents are from the group rank four and the remaining 10.3% of the respondents are from the group rank five.



**Table 4.1.36: motivation factor**

S. No	Particulars	No of respondents	Percentage of Respondents
1	1	33	22.8
2	2	29	20
3	3	36	24.8
4	4	29	20
5	5	18	12.4
	Total	145	100

**Source: Primary Data**



**Chart 4.1.36: motivation factor**

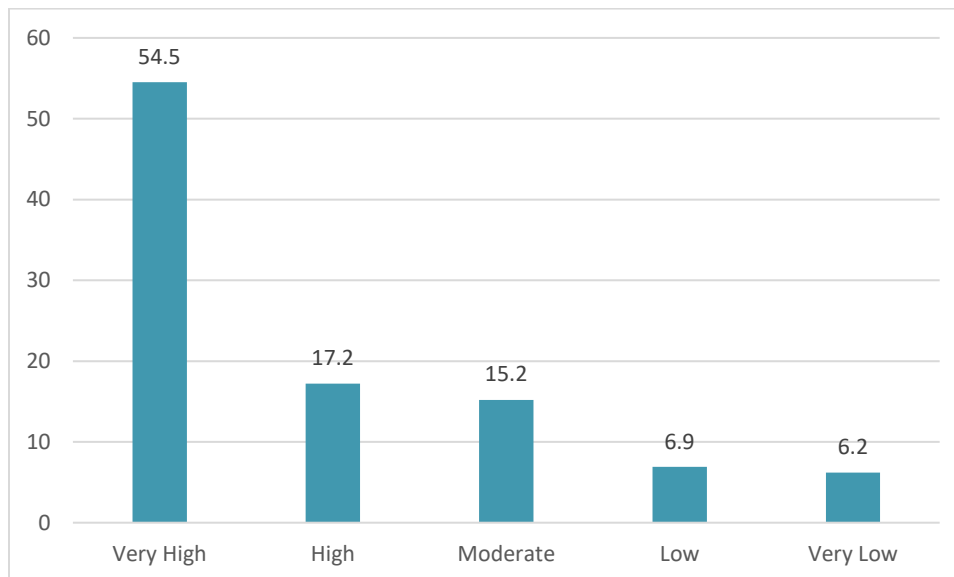
**Interpretation:**

From the above table, it is observed that 24.8% of the respondents are from the group rank three and the remaining 12.4% of the respondents are from the group rank five.

**Table 4.1.37: work stress factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Very High	79	54.5
2	High	25	17.2
3	Moderate	22	15.2
4	Low	10	6.9
5	Very Low	9	6.2
	Total	145	100

**Source: Primary Data**



**Chart 4.1.37: work stress factor**

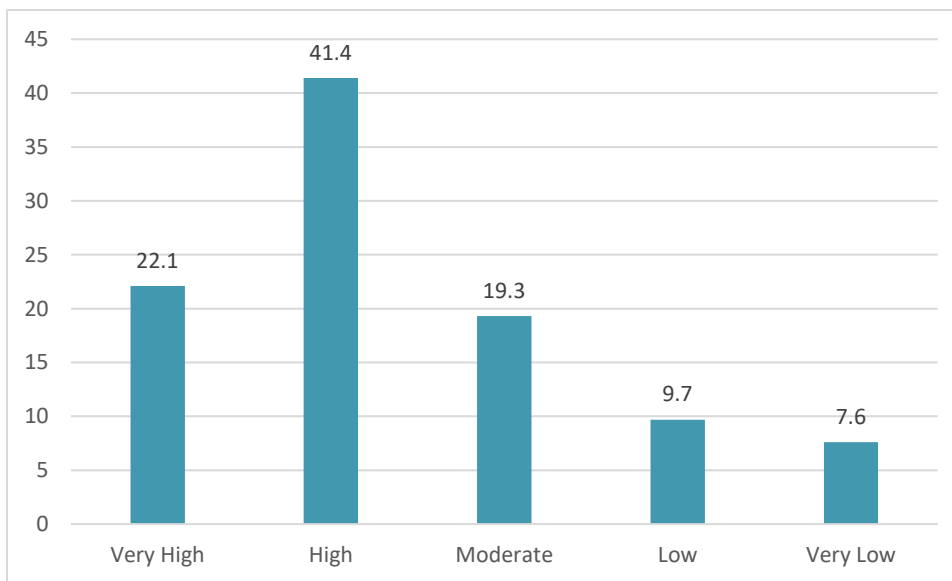
**Interpretation:**

From the above table, it is observed that 54.5% of the respondents are from the group very high and the remaining 12.4% of the respondents are from the group very low.

**Table 4.1.38: work load factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Very High	32	22.1
2	High	60	41.4
3	Moderate	28	19.3
4	Low	14	9.7
5	Very Low	11	7.6
	Total	145	100

**Source: Primary Data**



**Chart 4.1.38: work load factor**

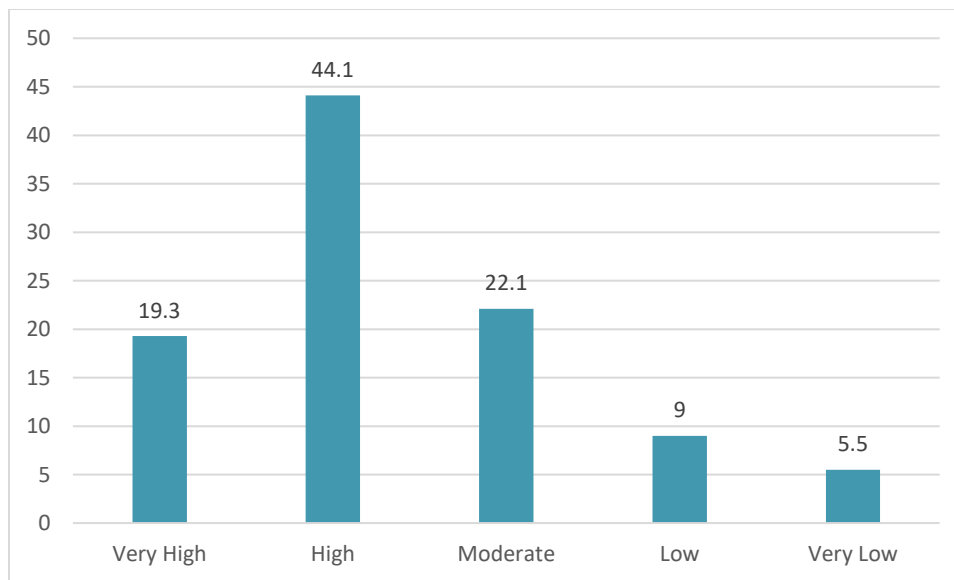
**Interpretation:**

From the above table, it is observed that 41.4% of the respondents are from the group high and the remaining 7.6% of the respondents are from the group very low.

**Table 4.1.39: working hour factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Very High	28	19.3
2	High	64	44.1
3	Moderate	32	22.1
4	Low	13	9
5	Very Low	8	5.5
	Total	145	100

**Source: Primary Data**



**Chart 4.1.39: working hour factor**

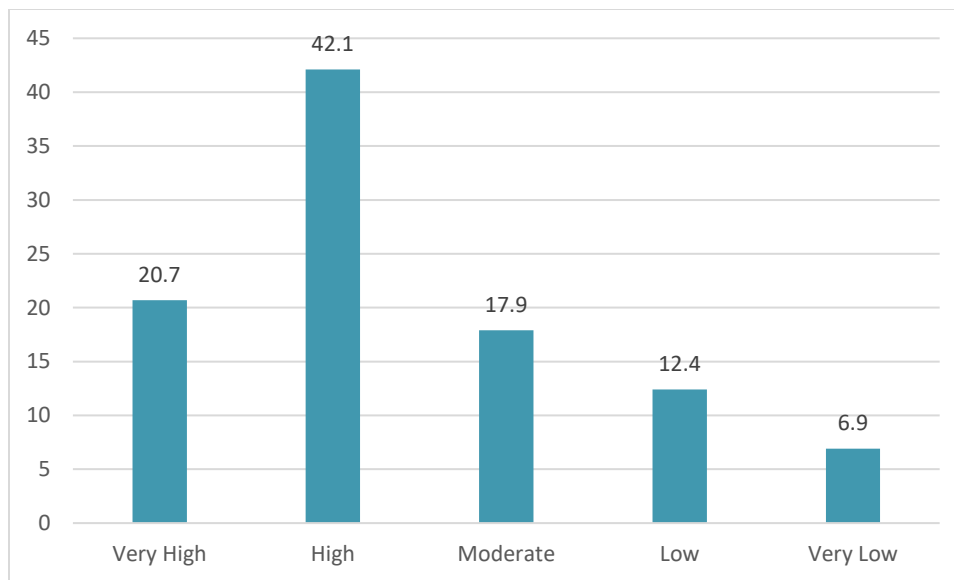
**Interpretation:**

From the above table, it is observed that 44.1% of the respondents are from the group high and the remaining 5.5% of the respondents are from the group very low.

**Table 4.1.40: Growth opportunity factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Very High	30	20.7
2	High	61	42.1
3	Moderate	26	17.9
4	Low	18	12.4
5	Very Low	10	6.9
	Total	145	100

**Source: Primary Data**



**Chart 4.1.40: Growth opportunity factor**

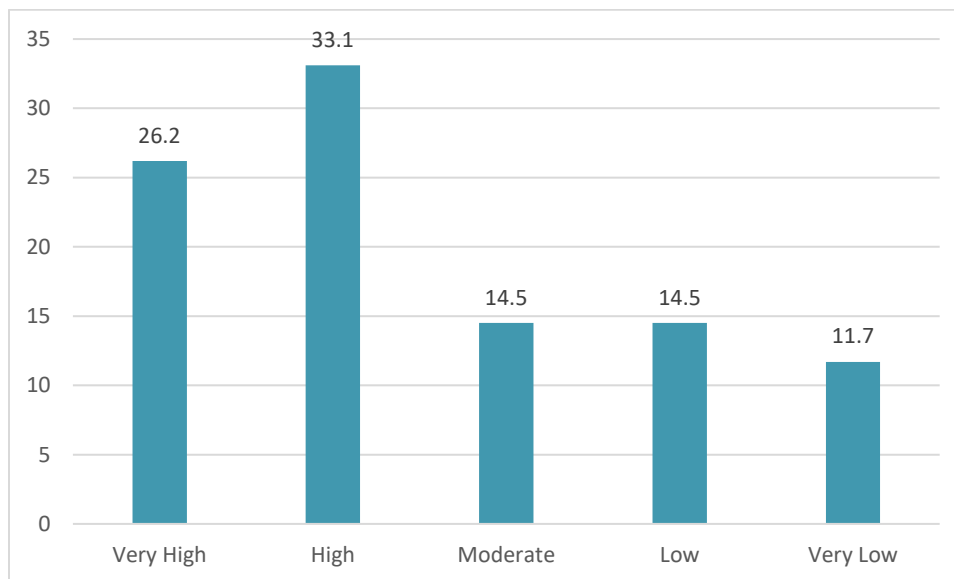
**Interpretation:**

From the above table, it is observed that 42.1% of the respondents are from the group high and the remaining 6.9% of the respondents are from the group very low.

**Table 4.1.41: Job satisfaction factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Very High	38	26.2
2	High	48	33.1
3	Moderate	21	14.5
4	Low	21	14.5
5	Very Low	17	11.7
	Total	145	100

**Source: Primary Data**



**Chart 4.1.41: Job satisfaction factor**

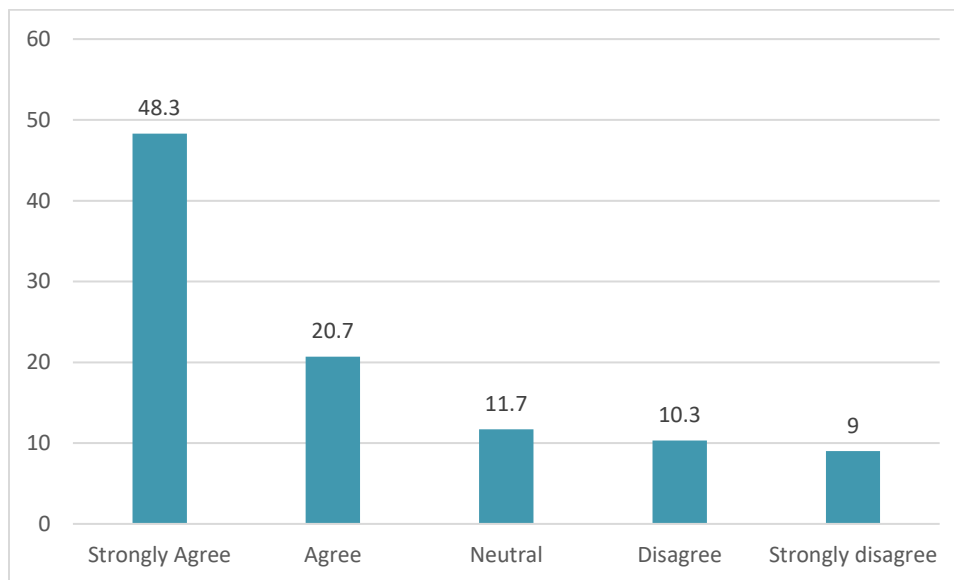
**Interpretation:**

From the above table, it is observed that 33.1% of the respondents are from the group high and the remaining 11.7% of the respondents are from the group very low.

**Table 4.1.42: Organizational policies factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly Agree	70	48.3
2	Agree	30	20.7
3	Neutral	17	11.7
4	Disagree	15	10.3
5	Strongly disagree	13	9
	Total	145	100

**Source: Primary Data**



**Chart 4.1.42: Organizational policies factor**

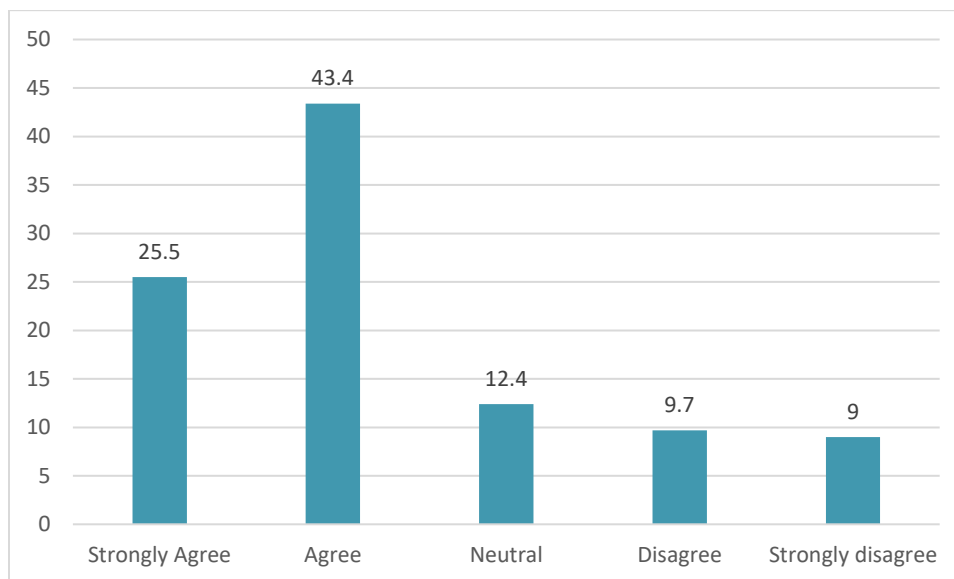
**Interpretation:**

From the above table, it is observed that 48.3% of the respondents are from the group strongly agree and the remaining 9% of the respondents are from the group strongly disagree.

**Table 4.1.43: Skill enhancement factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly Agree	37	25.5
2	Agree	63	43.4
3	Neutral	18	12.4
4	Disagree	14	9.7
5	Strongly disagree	13	9
	Total	145	100

**Source: Primary Data**



**Chart 4.1.43: Skill enhancement factor**

**Interpretation:**

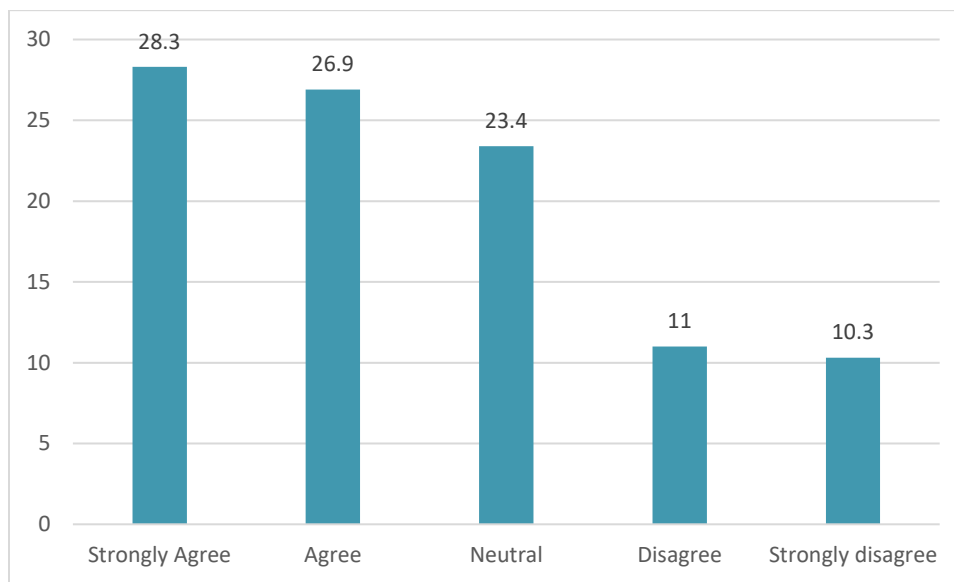
From the above table, it is observed that 43.4% of the respondents are from the group agree and the remaining 9% of the respondents are from the group strongly disagree.



**Table 4.1.44: career growth perspective factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly Agree	41	28.3
2	Agree	39	26.9
3	Neutral	34	23.4
4	Disagree	16	11
5	Strongly disagree	15	10.3
	Total	145	100

**Source: Primary Data**



**Chart 4.1.44: career growth perspective factor**

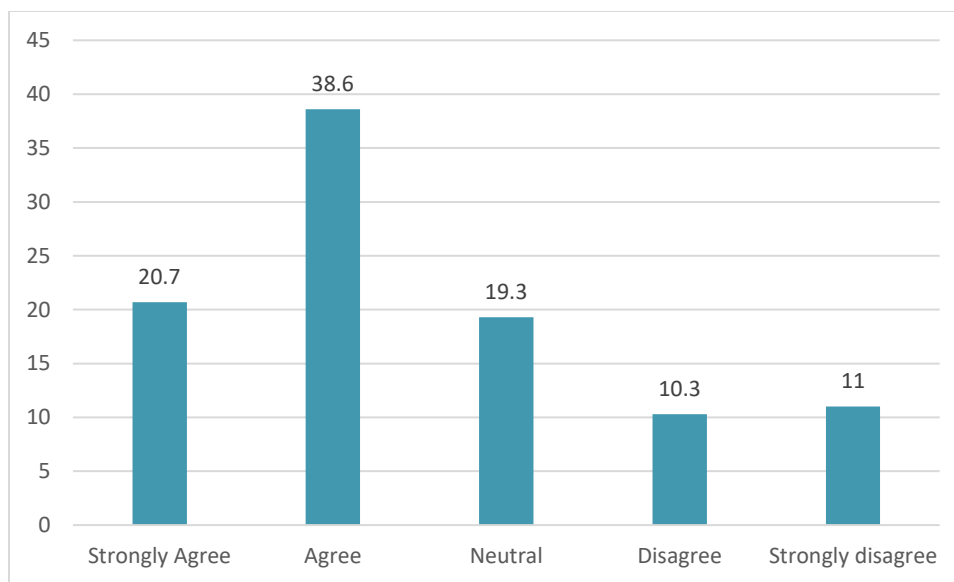
**Interpretation:**

From the above table, it is observed that 28.3% of the respondents are from the group strongly agree and the remaining 9% of the respondents are from the group strongly disagree.

**Table 4.1.45: work factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly Agree	30	20.7
2	Agree	56	38.6
3	Neutral	28	19.3
4	Disagree	15	10.3
5	Strongly disagree	16	11
	Total	145	100

**Source: Primary Data**



**Chart 4.1.45: work factor**

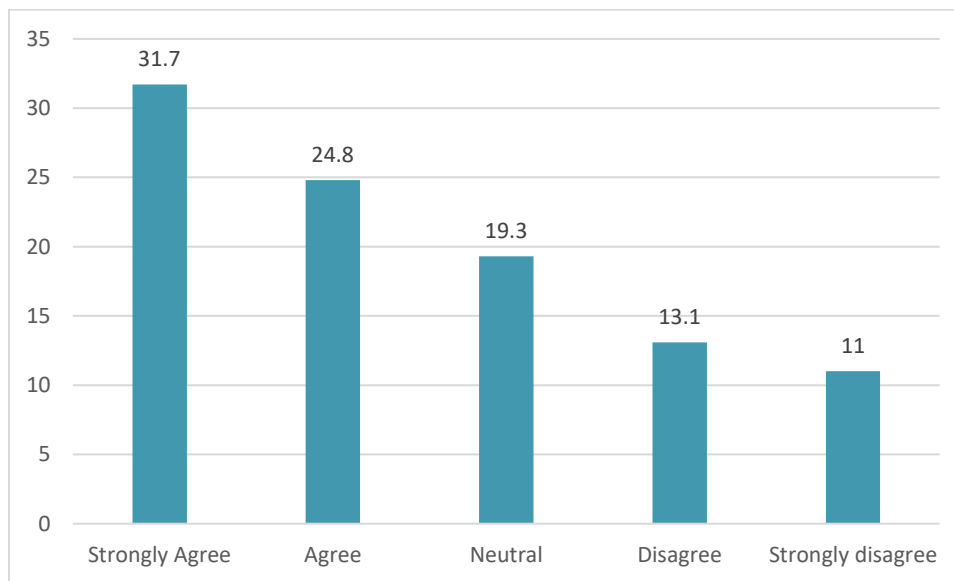
**Interpretation:**

From the above table, it is observed that 38.6% of the respondents are from the group agree and the remaining 10.3% of the respondents are from the group disagree.

**Table 4.1.46: Responsibilities factor**

S.No	Particulars	No of respondents	Percentage of Respondents
1	Strongly Agree	46	31.7
2	Agree	36	24.8
3	Neutral	28	19.3
4	Disagree	19	13.1
5	Strongly disagree	16	11
	Total	145	100

**Source: Primary Data**



**Chart 4.1.46: Responsibilities factor**

**Interpretation:**

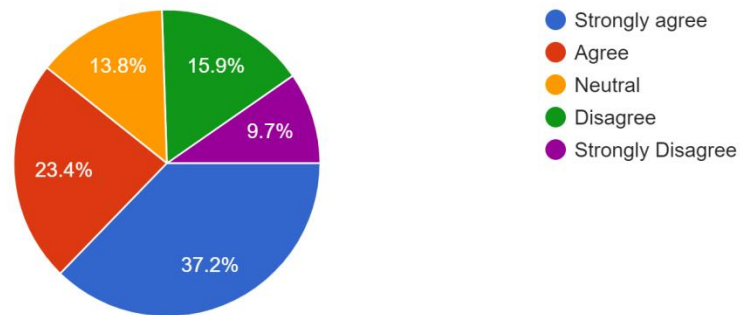
From the above table, it is observed that 31.7% % of the respondents are from the group strongly agree and the remaining 11% of the respondents are from the group strongly disagree.

**Table 4.1.47: employee commitment towards job and organization**

s no	particular	no of respondent	percentage of respondent
1	strongly agree	54	37.2
2	agree	34	23.4
3	neutral	20	13.7
4	disagree	23	15.8
5	strongly disagree	14	9.6
	total	145	100

**Source: Primary Data**

Employee commitment towards job and organization is mainly because of motivation imparted.  
145 responses



**Chart 4.1.47: employee commitment towards job and organization**

**Interpretation:**

From the above table it is observed that 37.2% of the respondents are from the group strongly agree and the remaining 9.6% of the respondents are from the group strongly disagree.

## 4.2 CHI - SQUARE TEST FOR GOODNESS OF FIT

**Chi-square ( $\chi^2$ ) statistic** is a test that measures how a model compares to actual observed data. The **chi-square statistic** compares the size any discrepancies between the expected results and the actual results, given the size of the sample and the number of variables in the relationship.

### HYPOTHESIS:

Null Hypothesis  $H_0$ : The present working condition is same.

Alternative Hypothesis  $H_1$ : The present working condition is different.

**Table 4.2.1: Chi-square test for present working Condition**

Components	Motivating	Friendly	Stressful	Challenging	Highly complex
No of respondents	18	39	35	46	6

18	28.8	116.64	4.05
39	28.8	104.04	3.61
35	28.8	38.44	1.33
46	28.8	295.84	10.27
6	28.8	519.84	18.05
		Total	37.3197

### Interpretation:

Since the calculated value is greater than the table value, null hypothesis  $H_0$  is rejected.

Therefore, it is concluded that the present working condition is different

### 4.3 CORRELATION ANALYSIS

**Correlation analysis** is a statistical method used to evaluate the strength of relationship between two quantitative variables. A high **correlation** means that two or more variables have a strong relationship with each other, while a weak **correlation** means that the variables are hardly related.

#### Types of Correlation

**Positive Correlation** – when the value of one variable increases with respect to another.

**Negative Correlation** – when the value of one variable decreases with respect to another.

**No Correlation** – when there is no linear dependence or no relation between the two variables.

**Table 4.3.1: Relationship between Commitment and Performance**

Commitment (x)	14	57	50	11	12
Performance (y)	40	66	32	3	3

X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
14	40	196	1600	560
57	66	3249	4356	3762
50	32	2500	1024	1600
11	3	121	9	33
12	3	144	9	36
<b>144</b>	<b>144</b>	<b>6210</b>	<b>6998</b>	<b>5991</b>

**Interpretation:**

It is concluded that commitment and performance are highly correlated to each other.

#### 4.4 WEIGHTED AVERAGE METHOD

**Weighted average** is a calculation that takes into account the varying degrees of importance of the numbers in a data set. In calculating a **weighted average**, each number in the data set is multiplied by a predetermined **weight** before the final calculation is made.

**Table 4.4.1: INFLUENCE ON ENVIRONMENTAL FACTORS ON JOB PERFORMANCE**

FACTORS	R1	R2	R3	R4	R5	TOTAL	RANK
Workplace layout	39	57	38	1	9	36.53	3
Workstation set-up	23	77	38	4	1	36.4	5
Air quality	36	61	41	3	3	37.06	2
Ventilation	29	69	36	8	2	36.47	4
Space	34	58	43	6	2	36.27	6
Temperature	39	62	33	7	3	37.27	1

#### **Interpretation:**

Therefore, it is concluded that temperature is ranked 1st by the respondents, air quality is ranked 2nd by the respondents, workplace layout is ranked 3rd by the respondents, ventilation is ranked 4th by the respondents, workstation set-up is ranked 5th by the respondents and space is ranked 6th by the employees.



#### 4.5 KRUSKAL WALLIS H - TEST

The **Kruskal-Wallis H test** (sometimes also called the "one-way ANOVA on ranks") is a rank-based nonparametric **test** that can be used to determine if there are statistically significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable.

**Table 4.5.1: MOTIVATION TO HAVE STRONG INVOLVEMENT AND COMMITMENT:**

Career growth opportunities	65	51	33	2	2
Work itself	31	64	41	5	3
Responsibilities	46	67	25	1	5

Series	Respondents	Ranks
C	1	1
A	2	2.5
A	2	2.5
C	2	2.5
B	3	5
B	5	6
C	25	7
B	31	8
A	33	9
B	41	10
C	46	11
A	51	12
A	56	13
B	64	14
C	67	15

**HYPOTHESIS:**

**Null Hypothesis Ho:** There is no significance difference between the employee's strong involvement and commitment.

**Alternative Hypothesis H1:** There is a significance difference between the employee's strong involvement and commitment

**Interpretation:**

Since the calculated value is lesser than the table value, alternative hypothesis H1 is accepted. Therefore, it is concluded that there is significant difference between the employees strong work involvement and commitment.

## CHAPTER 5

### FINDINGS, SUGGESTION AND CONCLUSION

#### 5.1 FINDINGS:

- 59.3% of the respondents are from the group male and the remaining 40.7% of respondents are from the group female.
- 45.5 of the respondents are from the group 18-25 and the remaining 7.5% of respondents are from the group above 55
- 32.4% of the respondents are from the group UG and the remaining 11.7% of the respondents are from the group other
- 57.9% of the respondents are single and the remaining 42.1% of the respondents are married
- 28.9% of the respondents are from the group marketing and the remaining 15.1% of the respondents are from the group Production, Accounting and Finance
- 48.9% of the respondents are from the group other and the remaining 8.9% of the respondents are from the group Assistant manager
- 29.2% of the respondents are from the group 2-4 years and the remaining 8.2% of the respondents are from the group above 11 years
- 27.5% of the respondents are from the group strongly agree and the remaining 6.2% of the respondents are from the group strongly disagree
- 40.6% of the respondents are from the group very good and the remaining 8.2% of the respondents are from the group low and very low
- 44.7% of the respondents are from the group strongly agree and the remaining 9.7% of the respondents are from the group disagree
- 43.4% of the respondents are from the group agree and the remaining 6.2% of the respondents are from the group strongly disagree
- 28.3% of the respondents are from the group agree and the remaining 6.9% of the respondents are from the group strongly disagree
- 39.3% of the respondents are from the group agree and the remaining 9% of the respondents are from the group strongly disagree

- 37.2% of the respondents are from the group agree and the remaining 9.7% of the respondents are from the group strongly disagree
- 57.2% motivated by financial incentives, 15.2% non-financial incentives and 27.6% are motivated by both
- 33.1% of the respondents are from the group strongly agree and the remaining 4.8% of the respondents are from the group strongly disagree
- 86.2% of the respondents are from the group Yes and the remaining 13.8% of the respondents are from the group No
- 41.2 of the respondents are from the group very high and the remaining 4.1% of the respondents are from the group very low
- 44.1% of the respondents are from the group strongly agree and the remaining 12.4% of the respondents are from the group disagree
- 36.6% of the respondents are from the group agree and the remaining 6.2% of the respondents are from the group strongly disagree
- 29% of the respondents are from the group agree and the remaining 6.2% of the respondents are from the group strongly disagree
- 32.4% of the respondents are from the group agree and the remaining 7.6% of the respondents are from the group strongly disagree
- 31% of the respondents are from the group strongly agree and the remaining 7.6% of the respondents are from the group strongly disagree
- 44.8% of the respondents are from the group rank one and the remaining 10.3% of the respondents are from the group rank five
- 35.9% of the respondents are from the group rank two and the remaining 12.4% of the respondents are from the group rank five
- 29.7% of the respondents are from the group rank three and the remaining 11% of the respondents are from the group rank five
- 27.6% of the respondents are from the group rank two and the remaining 13.1% of the respondents are from the group rank five
- 25.5% of the respondents are from the group rank one and the remaining 15.2% of the respondents are from the group rank four

- 41.3% of the respondents are from the group agree and the remaining 5.5% of the respondents are from the group strongly disagree
- 28.2% of the respondents are from the group friendly and the remaining 12.4% of the respondents are from the group highly complex
- 37.2% of the respondents are from the group Satisfied and the remaining 5.5% of the respondents are from the group Highly Dissatisfied
- 42.8% of the respondents are from the group rank one and the remaining 11.7% of the respondents are from the group rank five
- 34.5% of the respondents are from the group rank two and the remaining 8.3% of the respondents are from the group rank five
- 22.1% of the respondents are from the group rank one and the remaining 6.9% of the respondents are from the group rank five
- 24.8% of the respondents are from the group rank four and the remaining 10.3% of the respondents are from the group rank five
- 24.8% of the respondents are from the group rank three and the remaining 12.4% of the respondents are from the group rank five
- 54.5% of the respondents are from the group very high and the remaining 12.4% of the respondents are from the group very low.
- 41.4% of the respondents are from the group high and the remaining 7.6% of the respondents are from the group very low.
- 44.1% of the respondents are from the group high and the remaining 5.5% of the respondents are from the group very low.
- 42.1% of the respondents are from the group high and the remaining 6.9% of the respondents are from the group very low.
- 33.1% of the respondents are from the group high and the remaining 11.7% of the respondents are from the group very low.
- 43.4% of the respondents are from the group agree and the remaining 9% of the respondents are from the group strongly disagree.
- 28.3% of the respondents are from the group strongly agree and the remaining 9% of the respondents are from the group strongly disagree.

- 38.6% of the respondents are from the group agree and the remaining 10.3% of the respondents are from the group disagree.
- 31.7% % of the respondents are from the group strongly agree and the remaining 11% of the respondents are from the group strongly disagree.
- 37.2% of the respondents are from the group strongly agree and the remaining 9.6% of the respondents are from the group strongly disagree.

## **5.2 SUGGESTIONS**

- It suggests that the motivation of employees can be achieved through the involvement and performance of employees.
- It indicates the degree of which the employees are involved in decision-making processes, the existence of mutual connection between the employees and the company, and the authorization over the task they are working on.
- High employee involvement shows higher level of employee motivation and satisfaction.
- Furthermore, having repetitive tasks every day is a reason for demotivation, boredom, and a lack of enthusiasm. Thus, it is recommended for companies to implement job rotation in order to keep the employees' interest and involvement with work.
- Sufficient training programs and feedback systems are necessary to be included not only to provide employees adequate knowledge and skills to do the work but also to improve the working environment, techniques, and quality.
- Proper recognition of well-done work and opportunities to growth and become promoted are also prioritized as an effective method for motivation fulfillment.
- Finally, an utilisation of appropriate management style and effective communication within all levels of the organization are as well the elements that contribute to higher motivation level of employees.
- To sum up, the motivation of employees can be affected by many factors. However, a combination of both physical incentive and spiritual stimulation is the most powerful way to raise the motivation level.

- Finally, an utilization of appropriate management style and effective communication within all levels of the organization are as well the elements that contribute to higher motivation level of employee

### **5.3 CONCLUSION**

The study on organizational motivation towards employee performance and commitment helps the organization to know the perception of employees about the motivational factors provided by the company.

Performance management is concerned with commitment and involvement. It is the tool that gives an organization's vision true figure by improving and managing the employee performance to get higher efficiency and productivity in the competitive environment.

From the collected data, it is seen that the employees have good opinion towards the motivational factors provided to them. But the organization can make attempts to remove certain areas of dissatisfaction. Such things will lead the organization for better performance in all aspects.

## References

S.No	Title of the paper	Authors	Names of the journals	Year	ISSN	Volume	Issue	Page no
1	The Influence of Work Environmental and Motivation Factors on Seniors' Attitudes to an Extended Working Life or to Retire.A Cross Sectional Study with Employees 55 - 74 Years of Age	Kerstin Nilsson	Open Journal of Social Sciences	2017	2327-5960	5	-	30-41
2	Factors Affecting Motivation among Employees in Consultancy Companies	Bhumika Gupta, Jeayaram Subramanian	International Journal of Engineering Science Invention	2014	2319-6734	3	11	59-66
3	Impact of Rewards and Recognition on Employee Motivation	Gangapura m Aruna	International Journal of Creative Research Thoughts	2018	2320-2882	6	1	82-90
4	The Impact of the Motivation on the Employee's Performance in Beverage Industry of Pakistan	Hashim ZAMEER, Shehzad ALI, Waqar NISAR, Muhammad AMIR	International Journal of Academic Research in Accounting, Finance and Management Sciences	2014	2225-8329	4	1	293-298



5	The Impact of Motivation on Employee Performances: A Case Study Of Karmasangsthan Bank Limited, Bangladesh	Md. Nurun Nabi, Prof. Md.Monirul Islam, Tanvir Mahady Dip, Md. Abdullah Al Hossain	European Centre for Research Training and Development UK	2017	-	5	4	57-78
6	Impact of Employee Motivation on Work Performance	Datuk Dr, Mahamad Zubir, bin Seeht Saad	International Journal of Scientific and Research Publications	2018	2250-3153	8	3	295-308
7	Employee motivation and organizational performance	Ovidiu-Iliuta Dobre	Review of Applied Socio-Economic Research	2247-6172	2013	5	1	53-60
8	A STUDY ON EMPLOYEE MOTIVATION AT WORK PLACE WITH REFERENCE TO BSNL, KADAPA	Dr.Navaneetha T, BhaskarK.	International Journal of Engineering Technologies and Management Research	2454-1907	2018	5	5	18-25

9	A Study of Employee Motivation in Organization	Dr. Ankur Jain, Dr Bhuwan Gupta and Dr.Meenakshi Bindal	International Journal of Engineering and Management Research	2250-0758	2019	9	6	65-68
10	A Study on the relationship between employee motivation and work performance	Sharaeva Elvina, Liu Zhi Chao	IOSR Journal of Business and Management	2319-7668	2019	21	3	59-68
11	Understanding employee motivation and organizational performance: Arguments for a set-theoretic approach	Michael T. Lee, Robyn L. Raschke	Journal of Innovation and Knowledge	-	2016	1	3	162-169
12	Employee Motivation and Performance	Yazeed Alnasrallah	International Journal of Scientific & Engineering Research	2229-5518	2016	7	1	788-790
13	MOTIVATION IN THE WORKPLACE TO IMPROVE THE EMPLOYEE PERFORMANCE	VINAY CHAITANY A GANTA	International Journal of Engineering Technology, Management and Applied Sciences	2349-4476	2014	2	6	221-230

14	Impact of Employees Motivation on Organizational Effectiveness	Quratul-Ain Manzoor	European Journal of Business and Management	2222-1905	2012	3	1	36-44
15	Employee Motivation & Organizational Effectiveness: An Empirical Study	K.P. Singh	Intl.J.Adv.Res.s.Comm&Mgmt	-	2015	1	1	55-62
16	Impact of Employee Motivation on Organizational Performance in Oil and Gas Sector of Pakistan	Kashmala Nizam*, Faiza Maqbool Shah	International Journal of Managerial Studies and Research	2349-0330	2015	3	12	7-15
17	IMPACT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PERFORMANCE	Abdi Muse, Ali Geelmaale	International Journal of Advanced Research	2320-5407	2019	7	10	166-172
18	Effect of Employee Motivation Strategies on Organizational Performance: A Case of Electricity Generating and Distribution Firms in Kenya	Edna Ayiemba Ongalo, Dr. Justus Tari	European Journal of Business and Management	2222-2839	2015	7	8	55-65
19	IMPACT OF EMPLOYEES MOTIVATION ON ORGANIZATIONAL EFFECTIVENESS	Deepika S., Dr. Kanagaraj A.R.	International Journal of Creative Research Thoughts	2320-2882	2018	6	1	797-800

20	Employee Motivation and Organisational Effectiveness: A Review of Organisational Practices	Ireti.O Olufade	International Journal of Humanities and Social Science Invention	2319-7722	2019	8	3	56-61
21	Employees Motivation and Organizational Effectiveness with Respect to Diversification of Nigeria's Economy & Contemporary Challenges	Amuche Agbo Peter, Hussaina Idiaro Taiwo& UtomiQ.R. A.	IIARD International Journal of Economics and Business Management	2489-0065	2016	2	8	8-17
22	The Effect of Employee Motivation on Organizational Performance of Selected Manufacturing Firms in Enugu State	Nnamani Emeka, Ozobu Amaka and E.P. Ejim	World Journal of Management and Behavioral Studies	2309-840X	2015	3	1	01-08
23	Motivation is a key to Successful Organization	Ms. Sneh Lata	International Journal of Engineering Technology Science and Research	2394-3386	2017	4	12	646-652

24	IMPACT OF EMPLOYEES MOTIVATION ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AT BALCO	Dr. Vivek Bajpai, Sweksha Rajpot	Global Journal of Engineering Science and Research Management	2349-4506	2018	5	5	45-58
25	Impact of Motivation on Employee Performance with Effect of Training: Specific to Education Sector of Pakistan	Masood Asim	International Journal of Scientific and Research Publications	2250-3153	2013	3	9	01-09

## QUESTIONNAIRE

1) Name: \_\_\_\_\_

2) Gender: \_\_\_\_\_

Male

Female

3) Age: \_\_\_\_\_

a) Below 25 years

b) 26-35 years

c) 36-45 years

d) 46-55 years

e) Above 56 years

4) Qualification: \_\_\_\_\_

a) Diploma

b) UG

c) PG

d) Professional

e) Others

5) Marital status:

a) Single

b) Married

c) Widowed

d) Divorced

6) Department :

a) Production

b) Research and development

c) Marketing

d) Human resource management

e) Accounting and finance

7) Designation:

a) Senior general manager

- b) general manager
- c) Assistant manager
- d) Engineer
- e) Others

**8** No of years of experience: \_\_\_\_\_

- a) Less than 1 years
- b) 2 - 4 years
- c) 5 -7 years
- d) 8 – 10 years
- e) Above 11 years

**9)** Do you think that organisational motivation results in superior performance?

- a) strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

**10)** Training and Development program conducted to improve employee performance

- a) Very good
- b) Good
- c) Moderate
- d) Low
- e) Very low.

**11)** Rate the various factors that motivate employees to have good work performance in the organisation.

<b>Factor</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Promotion					
Award					
Salary & increment					

Nominal workload					
Recognition					

**12)** The type of incentives that motivates you more \_\_\_\_\_

- a) Financial incentives
- b) Non- financial incentives
- c) Both

**13)** Top management launches HR initiatives to motivate employee

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

**14)** Does the management involve you in decision making which are connected to your department?

- a) Yes
- b) No

**15)** Job security in the organisation is relatively \_\_\_\_\_

- a) Very high
- b) High
- c) Moderate
- d) Low
- e) Very low

**16)** Rate the following work environmental factors that influence job performance.

Factors	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
workplace layout					
Workstation					



Set-up					
Air quality					
Space					
Temperature					

**17)** Rank the following motivational factors that influence you to have more commitment and effective job performance [1-high 5-low]

**Motivational factors**

**Rank**

- a) Learning culture
- b) Interpersonal relations with superior
- c) Interpersonal relations with peers
- d) Effective team
- e) Work condition

**18)** Do you find a competitive environment as a threat to your job?

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

**19)** The present working condition is \_\_\_\_\_

- a) Stressful
- b) Challenging
- c) Motivating
- d) Friendly

e) Highly complex.

**20)** Rate the level of satisfaction with the working culture of the organization ?

a) Highly satisfied

b) Satisfied

c) Average

d) dissatisfied

e) Highly dissatisfied

**21)** Rank the following factors that influence the overall performance of the employee  
[1-high 7-low]

Factors	Rate
a) Skills	_____
b) Knowledge	_____
c) Experience	_____
d) Team work	_____
e) Motivation	_____

**22)** Rate the following factors that play a vital role in the employee work involvement and performance

Factors	Very high	High	Moderate	Low	Very low
Work stress					
Work load					
Working					

hour					
Growth opportunities					
Job satisfaction					

**23)** Rate the following factors that motivates you to have strong involvement commitment

Factor	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Organisational policies					
Skill enhancement					
Career growth perspective					
Work itself					
Responsibilities					

**24)** Employee commitment towards job and organization is mainly because of motivation imparted.

- a) strongly agree
- b) agree
- c) neutral
- d) disagree
- e) strongly disagree

## **APPENDIX – 1 (ARTICLE)**

### **A STUDY ON ORGANIZATIONAL MOTIVATION TOWARDS EMPLOYEE PERFORMANCE AND COMMITMENT.**

#### **ABSTRACT**

Motivation is defined as energizing, directing and sustaining employee efforts. A motivated team should be energized and excited about performing tasks.

The main purpose of this study is motivation reflects something unique about each one of us and allows us to gain valued outcomes like improved performance, enhanced well-being, personal growth, or a sense of purpose. Motivation is a pathway to change our way of thinking, feeling, and behaving.

Research design adopted for the study was descriptive research design. The sample techniques chosen for this study is a non-probability sampling method. The primary data is collected from 145 respondents through a well-structured questionnaire and the secondary data were collected through journal reports, books etc., The tool which is used for the interpretation is percentage analysis, Chi Square test, Correlation Analysis, Weighted average and Kruskal Wallis H test.

The conclusion of the project mainly aims at knowing the organization that would help the company to know the employee performance and commitment that plays a vital role in growth opportunities, job satisfaction and in appreciation. Work environment contributes towards employee performance to a very great extent. It is a major motivational factor that creates positive attitude among employees in performance and commitment of their work.

## INTRODUCTION

Motivation is the key to organizational effectiveness. The manager in general has to get the work done through others. These others are human resources who need to be motivated to attain organizational objectives. It is the complex of forces starting and keeping a person at work in an organization.

It is an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium, by satisfying the need.

Motivation refers to the degree of readiness of an organism to pursue some designated goals and implies the determination of the nature and locus of force inducing a degree of readiness. It is an important part of managing process.

**From definitions given earlier the following inferences can be derived:**

1. Motivation is an inner feeling which energizes a person to work more.
2. The emotions or desires of a person prompt him for doing a particular work.
3. There are unsatisfied needs of a person which disturb his equilibrium.
4. A person moves to fulfill his unsatisfied needs by conditioning his energies
5. There are dormant energies in a person which are activated by channelizing them into actions.

**Importance of motivation:**

Motivation is an important part of managing process. A team of highly qualified and motivated employees is necessary for achieving objectives of an organisation because of the following reasons:

- It makes optimum use of available resources for achieving objectives.
- It is directly related to the level of efficiency of employees.

- It makes full use of their energy and other abilities to raise the existing level of efficiency.
- It also makes goal-directed efforts. They are more committed and cooperative or achieving organizational objectives.
- Motivated employees are more loyal and sincere to an organization. It helps in reducing absenteeism and labor turnover.
- It is considered as the backbone of good industrial relations.
- Effectively motivated employees get more job satisfaction and possess high morale.
- It also helps in improving the image of an organization.

### **Types of motivation**

There are two types of motivation. In other words people can be motivated in 2 ways. They are:

#### **Positive motivation**

It is a positive approach. It is also called as pull mechanism because here people are motivated to work by giving a reward, which may be of financial or non-financial. Financial incentives include higher rate of wages, productive bonus schemes etc. Non-financial incentives include appreciating the work, participation in the management, treating all employees equal, respecting subordinates as human being, considering error is human, being fair, equitable, impartial and objective with subordinates.

#### **Negative Motivation:**

It is a negative approach. It is also called as push mechanism. Under this type of motivation, supervisors get the work done by creating fear in the minds of the subordinates. Fear creates frustration among employees and consequently subordinates show unfavourable attitude towards the job. Such an approach reduces the efficiency of the labourers leading to reduction in productivity.

## **Employee Performance**

Employee performance refers to how your workers behave in the workplace and how well they perform the job duties you've obligated to them. Your company typically sets performance targets for individual employees and the company as a whole in hopes that your business offers good value to customers, minimizes waste and operates efficiently. Evaluating Employee Performance.

Your business has several employee performance evaluation methods from which to choose, and you may find it helpful to use multiple methods to get a more complete picture of individual, team and organizational performance. Some of these include:

### **Management by objectives :**

This employee performance-review method focuses on goal setting between managers and employees. It has the advantage of giving employees clear expectations of how they should perform their jobs and uses deadlines to monitor progress toward these goals.

### **360 degree feedback:**

This method takes advantage of getting input on employee performance from several individuals with whom the person works. In addition to having a direct supervisor look at work-performance metrics like effectiveness and efficiency, co-workers, other managers and anybody else to whom the worker reports can provide perspective on the employee's skills and character.

### **Scale and ranking methods:**

There are various employee performance-review options that use lists or scales of desired traits to assess an employee. Employees may be ranked based on best to worst performance to easily identify those who may be desirable for higher roles as well as those who need more training

### **Employee self-evaluation:**

Often used in conjunction with another review method, self-evaluation gives employees a chance to think about their own work performance and identify their strengths and weaknesses. The disadvantage of this method, though, is that it can be hard for employees to be subjective about themselves.

## **Employee Commitment**

**Employee commitment** refers to it as the attachment that an **employee** has on their organization due to their experiences. It can indicate the level of satisfaction, and engagement among **employees**. It is crucial to assess **employee commitment** since it is a key element in organizational success.

## **Employee engagement at TVS:**

Here's how TVS designs its people engagement strategy

- 1) The extent to which employees feel passionate, happy and committed to their jobs.
- 2) The extent to which they are connected with the vision, mission and ethos of the company.
- 3) Perhaps the most important element, how much discretionary efforts employees are ready to put in to achieve organizational goals to ensure sustained, superior performance'. At times, engagement is also equated with how much fun employees are having at the workplace however, engagement is a way deeper concept than this and requires concerted efforts from both individuals as well as organization's side.

## **REVIEW OF LITERATURE**

**Bhumika Gupta, Jeayaram Subramanian, 2014** stated that motivation is one of the foremost critical elements within the area of Human Resources Management. Enterprises design motivation systems not only to encourage employees to perform their best most efficiently but also to attract future candidates to apply for specific posts. To be able to create an efficient motivation system, the purpose of our research is to find the main factors affecting motivation amongst the employees of the company. A questionnaire survey was undertaken among 145 employees of the company to analyze



their perceptions regarding motivation in the workplace and also investigating the opinions of the coordinators of each department and also with the overall Manager about this same issue. At the end of the study, we make some recommendations for the company to counter this issue. This study would be a prelude and of great help to managers and Human Resources professionals to boost the productivity of the corporate by increasing the motivation of their employees.

**Gangapuram Aruna, 2018** states that the aim of the study was to review the impact of rewards and recognition which is done on employee motivation. And the specific objectives were to spot the foremost effective means of rewards and recognition, to review the behavioral differences between appreciated and non-appreciated employees, to know the extent to which motivation enhances employee's performance, to spot if the motivation has an impact on individual and organizational growth and to review if rewards and recognition leads to emotional conflicts between employees. The descriptive research design is said to be adopted for this study. Various employees from the companies were the respondents. It is evident from the study that a spread of things influences employee motivation and satisfaction. It was also significant to get that there's an immediate and positive relationship between rewards and recognition and job satisfaction and motivation. Hence, if rewards and recognition are said to be offered to employees were said to be altered, then there would be a corresponding change in work motivation and satisfaction. The direct translation of this could be that the upper the rewards and recognition, the upper the quantity of motivation and satisfaction, and possibly, therefore, the greater the quantity of performance and productivity. In the event of major inconsistencies, especially for emotional conflicts between performers and nonperformers, the organization should attempt to re-assess and rectify this example. If the organization doesn't re-assess this example, it could have a resultant negative impact on job performance and productivity also on the retention of minorities. Per Maslow's hierarchy of needs, the lower-level needs such as salary and benefits must first be met before the higher-level needs, which impacts motivation can be satisfied. The research study has shown that managers can employ different strategies to motivate employees, but that managers must keep in mind that different strategies would have a different motivational impact on different people. In order to get the

optimum results from the motivational strategy, the manager has got to realize and understand the issues, which needs recognition of every individual's unique values, beliefs, and practices.

**Dixit and Bhati, (2012)** revealed that the concept of organizational commitment was derived from Whyte's article in 1956, *The employee*, which states that commitment comes into being when an individual links extraneous interests with a uniform line of activity by making aside bet.

**Yusuf and Metiboba, (2012)** submit that job commitment may be a mental state that characterizes the employee's relationships with the organization; and has implications for the choice to continue or discontinue membership in the organization.

**Budworth, M. H., et al (2015).** This study examines the effectiveness of the feed-forward interview for improving the job performance of employees relative to a traditional performance appraisal interview in a business equipment firm.

**Yücel (2012)** has examined the connection between job satisfaction, organizational commitment, and also the turnover intention of employees. A model of job satisfaction, organizational commitment, and turnover intention was said to be developed and has been tested in one field study. The results emphasized the necessity to think about the factors which will be having effects on the connection by highlighting studies conducted on job satisfaction, organizational commitment, and turnover intention.

**Ghafoor (2012)** during a cross-sectional study attempted to see the connection between demographic characteristics and job satisfaction among academic staff of public and private sector universities. It was found there wasn't an excessive amount of difference in job satisfaction supported demographic characteristics.

**yNanga, Mudhovozi, Chireshe, and Maunganidze (2012)** investigated job satisfaction among employees of higher education institutions. The study found that few employees were satisfied with their jobs.

**Nagar (2012)** stated that the job conditions may be eroding job satisfaction thereby directly damaging the physical and mental health of employees.

**Rahman (2012)** indicated that there were significant differences in job satisfaction across age, sex, rank, years of experience, academics, degrees, and academic results. No significant differences were found concerning publications.

**Gujarathi and Shetty (2012)** suggested that the concept of human sigma within a tutorial context, stating that a contended faculty could also be a source of student satisfaction, apart from this faculty needs to be retained and satisfied.

**Katoch (2012)** identified the factors which impact the level of satisfaction of college teachers in Jammu & Kashmir. Results showed that female college teachers were more satisfied with their job than male teachers and income per annum is an important factor impacting the level of job satisfaction.

**Bhambu and Panghal (2013)** carried out a comparison of job satisfaction at the workplace in Punjab national bank and State Bank of India. The job satisfaction on leadership and planning, resource and career development, working conditions, employee benefits, and ability of employees.

**Mustapha (2013)** focused on the connection between financial reward against job satisfaction among lecturers. This study found that financial reward has a positive correlation with job satisfaction.

**Ashraf and Javed (2012)** analyzed are most important performance measurement indicators being used in higher education institutes.

## **METHODS AND MATERIALS.**

Research Methodology is a way to find out the result of a given problem on a specific matter or problem that is also referred as research problem. In Methodology, researcher uses different criteria for solving/searching the given research problem. Different sources use different type of methods for solving the problem. If we think about the word —Methodology, it is the way of searching or solving the research problem.

## **RESEARCH DESIGN:**

Research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

#### **TYPE OF RESEARCH DESIGN:**

The type of research design adopted in this study is DESCRIPTIVE RESEARCH.

#### **DESCRIPTIVE RESEARCH:**

Descriptive research includes surveys and fact-finding enquiries of different kinds and it can report only what has happened. The purpose of the research is description of the state of affairs as it exists at present. Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, when, where and how. A descriptive study is undertaken in order to ascertain and able to describe the organization constantly engaged themselves in studying and analyzing issues and hence are involved in some form of research activity as they make decisions at the work place. It involves lot of factors like the research design, tools used etc., all these steps and factors put together to bring out clear and accurate results.

#### **SAMPLING METHOD:**

Sampling is the process of selecting a representative group from the population under study. The target population is the total group of individuals from which the sample might be drawn. A sample is the group of people who take part in the investigation. The people who take part are referred to as —participants.

#### **TYPE OF SAMPLING METHOD:**

The sampling method used in this study is NON-PROBABILITY SAMPLING.

#### **NON-PROBABILITY SAMPLING:**

Non-probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected.

## **DATA COLLECTION:**

Data collection is a systematic approach to gathering information from a variety of sources to get a complete and accurate picture of an area of interest. In this study responses are collected through two different sources. The sources of data collection are;

- Primary data collection
- Secondary data collection

## **PRIMARY DATA COLLECTION:**

Primary data is a type of information that is obtained directly from first-hand sources by means of surveys, observation or experimentation. It is data that has not been previously published and is derived from a new or original research study and collected at the source such as in market. Primary data collection techniques used in this study is QUESTIONNAIRE METHOD. Questionnaire was circulated to 145 respondents. In this study various questionnaire techniques are used and they are:

- Closed ended questions
- Open ended questions

## **CLOSED ENDED QUESTIONS:**

Closed ended questions are just that: direct questions that ask for specific pieces of information from a respondent. Closed questions have their greatest value when we need to obtain facts and specific pieces of information. By their nature they limit the respondent field of choice and length of response. A closed-ended question is a question format that limits respondents with a list of answer choices from which they must choose to answer the question. Different types of closed ended questions are,

### **DICHOTOMOUS TYPE:**

When a question has two possible responses, we consider it as dichotomous type. Surveys often use dichotomous questions that ask for Yes/No, True/False, Agree/Disagree.

### **MULTIPLE CHOICE QUESTIONS:**

Multiple choice questions are a type which has list of answer choices from which they must choose to answer the question.

### **RATING QUESTIONS:**

A rating question asks survey respondents to compare different items using a common scale a question that asks the participant to position each property or object on a verbal, numeric, or graphic continuum. A rating scale is a set of categories designed to elicit information about a quantitative or a qualitative attribute.

### **RANKING QUESTIONS:**

A measurement question that asks the participant to compare and order two or more objects or properties using a numeric scale. A ranking question asks survey respondents to compare a list of different objects to one another.

### **OPEN ENDED QUESTIONS:**

Open-ended questions are those questions that will solicit additional information from the inquirer. Sometimes called infinite response or unsaturated type questions. By definition, they are broad and require more than one- or two-word responses. An open-ended question is a question that cannot be answered with a simple yes or no, or with only one or two words, where the person answering the question has to answer it in his or her own words.

### **SECONDARY DATA COLLECTION:**

Secondary data is collected by someone other than the user. Common sources of secondary data for social science include journals, reports, books, websites, magazines etc.

## RESEARCH TOOLS:

Research tools can be defined as the instrument in the hands of researchers to measure what they intend to in their study. The collected data has been analysed by the following statistical tool:

a) Percentage Analysis

b) Chi-Square test

c) Correlation Analysis

d) Kruskal Wallis H-test

e) Weighted Average Method.

## RESULTS AND DISCUSSIONS

### CHI - SQUARE TEST FOR GOODNESS OF FIT

**Chi-square ( $\chi^2$ ) statistic** is a test that measures how a model compares to actual observed data. The **chi-square statistic** compares the size any discrepancies between the expected results and the actual results, given the size of the sample and the number of variables in the relationship.

### HYPOTHESIS:

Null Hypothesis Ho: The present working condition is same.

Alternative Hypothesis H1: The present working condition is different.

Components	Motivating	Friendly	Stressful	Challenging	Highly complex
No of respondents	18	39	35	46	6

18	28.8	116.64	4.05
39	28.8	104.04	3.61
35	28.8	38.44	1.33
46	28.8	295.84	10.27
6	28.8	519.84	18.05
		Total	37.3197

### Interpretation:

Since the calculated value is greater than the table value, null hypothesis  $H_0$  is rejected.

Therefore, it is concluded that the present working condition is different

### CORRELATION ANALYSIS

**Correlation analysis** is a statistical method used to evaluate the strength of relationship between two quantitative variables. A high **correlation** means that two or more variables have a strong relationship with each other, while a weak **correlation** means that the variables are hardly related.

### Types of Correlation

**Positive Correlation** – when the value of one variable increases with respect to another.

**Negative Correlation** – when the value of one variable decreases with respect to another.

**No Correlation** – when there is no linear dependence or no relation between the two variables.

Commitment(x)	14	57	50	11	12
Performance(y)	40	66	32	3	3

X	Y	$X^2$	$Y^2$	XY
14	40	196	1600	560



57	66	3249	4356	3762
50	32	2500	1024	1600
11	3	121	9	33
12	3	144	9	36
<b>144</b>	<b>144</b>	<b>6210</b>	<b>6998</b>	<b>5991</b>

**Interpretation:**

It is concluded that commitment and performance are highly correlated to each other.

**WEIGHTED AVERAGE METHOD**

**Weighted average** is a calculation that takes into account the varying degrees of importance of the numbers in a data set. In calculating a **weighted average**, each number in the data set is multiplied by a predetermined **weight** before the final calculation is made.

**INFLUENCE ON ENVIRONMENTAL FACTORS ON JOB PERFORMANCE**

FACTORS	R1	R2	R3	R4	R5	TOTAL	RANK
Workplace layout	39	57	38	1	9	36.53	3
Workstation set-up	23	77	38	4	1	36.4	5
Air quality	36	61	41	3	3	37.06	2
Ventilation	29	69	36	8	2	36.47	4
Space	34	58	43	6	2	36.27	6
Temperature	39	62	33	7	3	37.27	1

**Interpretation:**

Therefore, it is concluded that temperature is ranked 1st by the respondents, air quality is ranked 2nd by the respondents, workplace layout is ranked 3rd by the respondents, ventilation is ranked 4th by the respondents, workstation set- up is ranked 5th by the respondents and space is ranked 6th by the employees.

**KRUSKAL WALLIS H - TEST**

The **Kruskal-Wallis H test** (sometimes also called the "one-way ANOVA on ranks") is a rank-based nonparametric **test** that can be used to determine if there are statistically significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable.

**MOTIVATION TO HAVE STRONG INVOLVEMENT AND COMMITMENT:**

Career growth opportunities	65	51	33	2	2
Work itself	31	64	41	5	3
Responsibilities	46	67	25	1	5

Series	Respondents	Ranks
C	1	1
A	2	2.5
A	2	2.5
C	2	2.5
B	3	5
B	5	6
C	25	7
B	31	8
A	33	9
B	41	10

C	46	11
A	51	12
A	56	13
B	64	14
C	67	15

### **HYPOTHESIS:**

**Null Hypothesis Ho:** There is no significance difference between the employee's strong involvement and commitment.

**Alternative Hypothesis H1:** There is a significance difference between the employee's strong involvement and commitment

### **Interpretation:**

Since the calculated value is lesser than the table value, alternative hypothesis H1 is accepted. Therefore, it is concluded that there is significant difference between the employees strong work involvement and commitment.

### **SUGGESTIONS**

- It suggests that the motivation of employees can be achieved through the involvement and performance of employees.
- It indicates the degree of which the employees are involved in decision-making processes, the existence of mutual connection between the employees and the company, and the authorization over the task they are working on.
- High employee involvement shows higher level of employee motivation and satisfaction.
- Furthermore, having repetitive tasks every day is a reason for demotivation, boredom, and a lack of enthusiasm. Thus, it is recommended for companies to implement job rotation in order to keep the employees' interest and involvement with work.
- Sufficient training programs and feedback systems are necessary to be included not only to provide employees adequate knowledge and skills to do the work but also to improve the working environment, techniques, and quality.

- Proper recognition of well-done work and opportunities to growth and become promoted are also prioritized as an effective method for motivation fulfillment.
- Finally, an utilisation of appropriate management style and effective communication within all levels of the organization are as well the elements that contribute to higher motivation level of employees.
- To sum up, the motivation of employees can be affected by many factors. However, a combination of both physical incentive and spiritual stimulation is the most powerful way to raise the motivation level.
- Finally, an utilization of appropriate management style and effective communication within all levels of the organization are as well the elements that contribute to higher motivation level of employee

## **CONCLUSION**

The study on organizational motivation towards employee performance and commitment helps the organization to know the perception of employees about the motivational factors provided by the company.

Performance management is concerned with commitment and involvement. It is the tool that gives an organisation's vision true figure by improving and managing the employee performance to get higher efficiency and productivity in the competitive environment.

From the collected data, it is seen that the employees have good opinion towards the motivational factors provided to them. But the organization can make attempts to remove certain areas of dissatisfaction. Such things will lead the organization for better performance in all aspects.

## References

S.No	Title of the paper	Authors	Names of the journals	Year	ISSN	Volume	Issue	Page no
1	The Influence of Work Environmental and Motivation Factors on Seniors' Attitudes to an Extended Working Life or to Retire.A Cross Sectional Study with Employees 55 - 74 Years of Age	Kerstin Nilsson	Open Journal of Social Sciences	2017	2327-5960	5	-	30-41
2	Factors Affecting Motivation among Employees in Consultancy Companies	Bhumika Gupta,Jeayaram Subramanian	International Journal of Engineering Science Invention	2014	2319-6734	3	11	59-66
3	Impact of Rewards and Recognition on Employee Motivation	Gangapura m Aruna	International Journal of Creative Research Thoughts	2018	2320-2882	6	1	82-90
4	The Impact of the Motivation on the Employee's Performance in Beverage Industry of Pakistan	Hashim ZAMEER, Shehzad ALI, Waqar NISAR, Muhammad AMIR	International Journal of Academic Research in Accounting, Finance and Management Sciences	2014	2225-8329	4	1	293-298

5	The Impact of Motivation on Employee Performances: A Case Study Of Karmasangsthan Bank Limited, Bangladesh	Md. Nurun Nabi, Prof. Md.Monirul Islam, Tanvir Mahady Dip, Md. Abdullah Al Hossain	European Centre for Research Training and Development UK	2017	-	5	4	57-78
6	Impact of Employee Motivation on Work Performance	Datuk Dr, Mahamad Zubir, bin Seeht Saad	International Journal of Scientific and Research Publications	2018	2250-3153	8	3	295-308
7	Employee motivation and organizational performance	Ovidiu-Iliuta Dobre	Review of Applied Socio-Economic Research	2247-6172	2013	5	1	53-60
8	A STUDY ON EMPLOYEE MOTIVATION AT WORK PLACE WITH REFERENCE TO BSNL, KADAPA	Dr.Navaneetha T, BhaskarK.	International Journal of Engineering Technologies and Management Research	2454-1907	2018	5	5	18-25

9	A Study of Employee Motivation in Organization	Dr. Ankur Jain, Dr Bhuwan Gupta and Dr.Meenakshi Bindal	International Journal of Engineering and Management Research	2250-0758	2019	9	6	65-68
10	A Study on the relationship between employee motivation and work performance	Sharaeva Elvina, Liu Zhi Chao	IOSR Journal of Business and Management	2319-7668	2019	21	3	59-68
11	Understanding employee motivation and organizational performance: Arguments for a set-theoretic approach	Michael T. Lee, Robyn L. Raschke	Journal of Innovation and Knowledge	-	2016	1	3	162-169
12	Employee Motivation and Performance	Yazeed Alnasrallah	International Journal of Scientific & Engineering Research	2229-5518	2016	7	1	788-790
13	MOTIVATION IN THE WORKPLACE TO IMPROVE THE EMPLOYEE PERFORMANCE	VINAY CHAITANY A GANTA	International Journal of Engineering Technology, Management and Applied Sciences	2349-4476	2014	2	6	221-230

14	Impact of Employees Motivation on Organizational Effectiveness	Quratul-Ain Manzoor	European Journal of Business and Management	2222-1905	2012	3	1	36-44
15	Employee Motivation & Organizational Effectiveness: An Empirical Study	K.P. Singh	Intl.J.Adv.Re s.Comm&Mgmt	-	2015	1	1	55-62