

A STUDY ON EFFECTIVENESS OF MOTIVATIONAL FACTORS AMONG EMPLOYEES IN MANUFACTURING INDUSTRY

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

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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



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of Jamuna Kalita (39410073) who carried out the project entitled “**A study on effectiveness of motivational factors among employees in manufacturing industry**” under my supervision from January 2021 to April 2021.

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DECLARATION

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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 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 **Mr. JOHN PAUL M**, Assistant professor, School of Business Administration 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.

JAMUNA KALITA

ABSTRACT

Employee motivation is one of the major issues faced by every organization. The only way to get people to work hard is to motivate them. Today, people must understand why they're working hard. Every individual in an organization is motivated by some different way. When talking in term of employee motivation, it can be simply defined as “a reflection of the level of energy, commitment, and creativity that a company's workers bring to their jobs.” The job of a manager in the workplace is to get things done through employees. To do this the manager should be able to motivate employees. But that's easier said than done! Motivation practice and theory are difficult subjects, touching on several disciplines. Motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers. These factors are the reasons one has for behaving a certain way. The purpose of this study is to examine the effectiveness of motivational factors among employees in manufacturing industry.

The data needed for study has been collected from the employees through questionnaires. Analysis and interpretation has been done by using the statistical tools and data's are presented through tables and charts.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Motivations are energizing factors and are the main cause for movement of any living organism including human being. Because, motivation will keep the workers committed to their duties and do their jobs seriously and joyfully. One of the reasons for successfulness of employees and thus organizations is the presence of motivational factors at high degree in those organizations. The concept of motivation is used to explain the distinction between employees which have the same talents, abilities and opportunities to do their jobs in a similar organization and are under the same employment conditions and with the same facilities, but demonstrate different performances. These employees perform their jobs in such a manner that the jobs are required to be done with relatively more efforts, so they can try more to play the role for which they are asked. Thus, improved productivity is driven by positively motivated employees by the organization. The awareness of the motivating factors and factors leading to increased job satisfaction allow the implementation of targeted strategies of continuous improvement. Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Most employees need motivation to feel good about their jobs and perform optimally. Some employees are money motivated while others find recognition and rewards personally motivating. Motivation levels within the workplace have a direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result. An incentive is a motivating influence that is designed to drive behavior and motivate employees to be produce quality work. Employers use several types of incentives to increase production numbers. Employee incentives come in a variety of forms including paid time off, bonuses, cash and travel perks. Incentives

drive employee motivation because they offer workers more to strive for than a regular paycheck. Many employees need recognition from their employers to produce quality work. Recognition and employee reward systems identify employees who perform their jobs well. Acknowledging a job well done makes employees feel good and encourages them to do good things. Employers recognize workers by tracking progress and providing feedback about how they have improved over time. Public recognition is also a motivating factor that drives worker productivity.

When considering the factors affecting to the employee motivation, salary, training, incentives, appreciations, working hours and communication can be identified as key factors. However, there is not proper idea what factors work best for manufacturing industry. On the other hand, situations like long hours working in a factory, high work pressure, low appreciation, poor recognition, and poor safety may cause de-motivation in the work place.

Furthermore, employees have both intrinsic and extrinsic needs. An employee who is intrinsically motivated, undertakes tasks satisfaction, for the feeling of accomplishment and self-actualization. On the other hand, an extrinsically motivated employee may perform activity duty in order to obtain a reward such as salary. Nevertheless both factors influence employee behaviour.

Therefore, understanding motivational factors is important for manufacturing organizations to motivate employees and increase the employee productivity.

1.2 INDUSTRY PROFILE:

Manufacturing industries are those that engage in the transformation of goods, materials or substances into new products. The transformational process can be physical, chemical or mechanical. Manufacturers often have plants, mills or factories that produce goods for public consumption. Machines and equipment are typically used in the process of manufacturing. Although, in some cases, goods can be manufactured by hand. An example of this would be baked goods, handcrafted jewelry, other handicrafts and art.

There are several massive manufacturing industries in the United States including food, beverage, tobacco, textiles, apparel, leather, paper, oil and coal, plastics and rubbers, metal, machinery, computers and electronics, transportation, furniture and others. More than 12 million Americans are employed across manufacturing industries. Further, many millions more are employed indirectly by the manufacturing industries. Manufacturing is vital to the U.S. economy, making up a large percentage of the country's gross domestic product (GDP). Manufacturing industries are responsible for the goods in our economy, or the physical products we buy and use every day. Manufacturing has emerged as one of the high growth sectors in India. Prime Minister of India, Mr Narendra Modi, launched the 'Make in India' program to place India on the world map as a manufacturing hub and give global recognition to the Indian economy. Government aims to create 100 million new jobs in the sector by 2022.

1.2.1 Market Size of manufacturing industry

The Gross Value Added (GVA) at basic current prices from the manufacturing sector in India grew at a CAGR of 5% during FY16 and FY20 as per the annual national income published by Government of India. The sector's GVA at current prices was estimated at US\$ 397.14 billion in FY20PE.

Business conditions in the Indian manufacturing sector continue to remain positive. The manufacturing component of IIP stood at 129.8 during FY20. Strong growth was recorded in the production of basic metals (10.8%),

intermediate goods (8.8%), food products (2.7%) and tobacco products (2.9%). India's Index of eight core industries stood at 131.9 in FY20.

According to the Ministry of Statistics & Programme Implementation, India's industrial output, measured by IIP, rose by 3.6% y-o-y in October 2020.

Merchandise export decreased 4.78% y-o-y to reach US\$ 314.31 billion in FY20.

In October 2020, India's manufacturing sector recorded improvement for the third consecutive month, with businesses growing production to the greatest extent in 13 years in the middle of robust sales growth.

(Purchasing Managers' Index) PMI fell from 58.9 in October 2020 to a three-month low of 56.3 in November 2020, signifying strong growth in the manufacturing sector, despite losing traction.

1.2.2 Investments in manufacturing industry

With the help of Make in India drive, India is on a path of becoming the hub for hi-tech manufacturing as global giants such as GE, Siemens, HTC, Toshiba, and Boeing have either set up or are in process of setting up manufacturing plants in India, attracted by India's market of more than a billion consumers and an increasing purchasing power.

According to the United Nations Conference on Trade and Development (UNCTAD), India ranked among the top 10 recipients of Foreign Direct Investment (FDI) in South Asia in 2019, attracting US\$ 49 billion—a 16% increase from the previous year.

Cumulative Foreign Direct Investment (FDI) in India's manufacturing sector reached US\$ 89.40 billion during April 2000 March 2020. In May 2020, the Government of India increased FDI in defence manufacturing under the automatic route from 49% to 74%.

India has become one of the most attractive destinations for investment in the manufacturing sector. Some of the major investments and developments in this sector in the recent past are:

- In November 2020, the National Small Industries Corporation (NSIC) signed a Memorandum of Understanding (MoU) with Dun & Bradstreet Information Services India to create an ecosystem to encourage, finance and promote growth of micro, small and medium enterprises (MSMEs).
- In October 2020, Japan Bank for International Cooperation (JBIC) agreed to provide US\$ 1 billion (Rs. 7,400 crore) to SBI (State Bank of India) for funding the manufacturing and sales business of suppliers and dealers of Japanese automobile manufacturers and providing auto loans for the purchase of Japanese automobiles in India.
- In October 2020, Tata Group announced plans to invest Rs. 5,000 crore (US\$ 673.20 million) to set up an Apple phone component plant in Hosur, Tamil Nadu.
- In October 2020, Grinntech, an investor-backed startup specialising in lithium-ion batteries for Evs and energy storage systems, signed a MoU with the Tamil Nadu government to establish a battery and battery management system manufacturing facility in the state.
- In October 2020, five international electronics manufacturing applications from companies such as Foxconn, Wistron, Pegatron, Samsung and Rising Star have been approved by the Government of India to set up production worth Rs. 9 trillion (US\$ 122.5 billion) over the next five years.
- In October 2020, five Indian manufacturers such as Micromax, Lava, Padget Electronics, UTL Neolyncs and Optiemus Electronics have been cleared by the Government of India to set up handset production worth Rs. 1.25 trillion in the next five years (US\$ 17.02 billion).
- In September 2020, Pegatron, the second-largest manufacturer of Apple after Foxconn, began its India operations with the appointment

of statutory auditors and transfer of Rs. 99 lakh (US\$ 0.1 million) for an initial subscription of equity shares. The move is a precursor for the Taiwanese electronics maker to set up a manufacturing base in India.

- In May 2020, Sterling and Wilson Solar Limited (SWSL) bagged an Engineering Procurement Construction (EPC) contract in Australia for Rs. 2,600 crore (US\$ 368.85 million).
- In March 2020, Oricon Enterprises entered into a joint venture agreement with Italy-headquartered Tecnocap Group to set up a new company, Tecnocap Oriental, for manufacturing lug caps.

1.2.3 Government Initiatives in manufacturing industry

The Government of India has taken several initiatives to promote a healthy environment for the growth of manufacturing sector in the country. Some of the notable initiatives and developments are:

- In November 2020, the Ministry of Skill Development and Entrepreneurship begun skill training of 3 lakh migrant workers from the identified 116 districts across Uttar Pradesh, Bihar, Rajasthan, Odisha, Madhya Pradesh and Jharkhand. The initiative aims to empower migrant workers and rural population in the post-COVID-19 era through demand-driven skilling and orientation under the centrally sponsored and centrally managed (CSCM) component of the Pradhan Mantri Kaushal Vikas Yojana (PMKVY) 2016-20.
- In March 2020, the government approved the Production Incentive Scheme (PLI) for Large-scale Electronics Manufacturing. The scheme proposes production-linked incentive to boost domestic manufacturing and attract large investments in mobile phone manufacturing and specified electronic components including Assembly, Testing, Marking and Packaging (ATMP) units.
- In May 2020, Government increased FDI in Defence manufacturing under the automatic route from 49% to 74%.
- In March 2020, the Union Cabinet approved financial assistance to the Modified Electronics Manufacturing Clusters (EMC2.0) Scheme

for development of world class infrastructure along with common facilities and amenities through Electronics Manufacturing Clusters (EMCs).

- As per the Ministry of Statistics and Programme Implementation (MOSPI) & Ministry of Labour & Employment report on Payroll Reporting in India, number of new subscribers* under Employees' Provident Fund Scheme reached 10,47,167 in September 2020.
- Under the Pradhan Mantri Kaushal Kendras, 73 lakh people were trained during 2016-20 while 723 Pradhan Mantri Kaushal Kendras were established till Jan 2020.
- As of August 2020, there were about 15,000 Industrial Training Institutes (ITIs) in India.
- In August 2019, the Government permitted 100% FDI in contract manufacturing through the automatic route.
- In February 2019, the Union Cabinet passed National Policy on Electronics (NPE), envisaged to create a US\$ 400 billion electronics manufacturing industry in the country by 2025. 32% growth rate has been targeted globally in next five years.
- Under the Make in India initiative, Government aims to increase the share of the manufacturing sector to country's GDP to 25% by 2025.
- Under the Mid-Term Review of Foreign Trade Policy (2015-20), the Government of India increased export incentives available to labour intensive MSME sectors by 2%. In April 2020, Government extended FTP for one more year, up to March 31, 2021.

1.3 NEED FOR STUDY

There are a variety of factors that can influence a person's level of motivation; some of these factors include-

- The level of pay and benefits
- The perceived fairness of promotion system within a company
- Quality of the working conditions
- Leadership and social relationships
- Employee recognition
- Job security
- Career development opportunities etc.

Motivated employees are a great asset to any organisation. It is because the motivation and job satisfaction are clearly linked. Hence this study is focusing on the effectiveness of motivational factors among employees in the organization.

1.4 SCOPE OF THE STUDY

- The research measures the effectiveness of motivational factors
- Defines and analyses the effectiveness of motivational factors based on key deliverables.
- Gains insights into motivation among employees

1.5 OBJECTIVES OF THE STUDY

1.5.1 Primary objective:

- To identify the factors that motivates employees

1.5.2 Secondary objective:

- To study employee's opinion regarding job motivation factors
- To assess the level of motivation to perform among employees
- To study about the level of satisfaction of employees towards the motivational factors
- To determine the employee's view about intrinsic and extrinsic motivation factors

1.6 LIMITATIONS OF THE STUDY

Following are the limitations of the study:

- The analysis of the present study has been carried out based on the information collected through questionnaire. The responds from the respondents may not be accurate.
- The study is an opinion survey; caution may have to be exercised while extending the result to other areas.
- Due to time constrict only 122 numbers of respondents were considered.
- The result fully depends on the information given by the respondents which may be based.

CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

A literature review or narrative review is a type of review article. A literature review is a scholarly paper that presents the current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources and do not report new or original experimental work. Most often associated with academic-oriented literature, such reviews are found in academic journals and are not to be confused with book reviews, which may also appear in the same publication. Literature reviews are a basis for research in nearly every academic field. A narrow-scope literature review may be included as part of a peer-reviewed journal article presenting new research, serving to situate the current study within the body of the relevant literature and to provide context for the reader. In such a case, the review usually precedes the methodology and results sections of the work.

2.2 REVIEW OF LITERATURE

2.2.1 Motivation

Employee motivation is all about how engaged an employee feels in tandem to the organization's goals and how empowered he/she feels. Motivated employees are an asset to an organization, they are directly proportional to an organization's success. Motivation is intangible, difficult to measure and extremely difficult to control, but very easy to facilitate if done right. Motivation is of two types- intrinsic and extrinsic motivation.

- Intrinsic motivation- intrinsic motivation means that an individual is motivated from within. He/she has the desire to perform well at the workplace because the results are in accordance with his/her belief system.

- **Extrinsic motivation-** Extrinsic motivation means an individual's motivation is stimulated by external factors- rewards and recognition. Some people may never be motivated internally and only external motivation would work with them to get the task done.

A study on motivation was undertaken in Sweden by **Edlund and Nilsson (2007)** and focused on the factors managers use to motivate employees and differences regarding gender and age in medium-sized Swedish enterprises. A qualitative case study methodology was used to interview managers in two companies in Northern Sweden. The findings showed that motivation was an individual thing and managers have a hard task motivating their employees. It also found that employees of today are more motivated by intrinsic factors rather than extrinsic factors which were dominant in the past. However, none of the two sets of factors should be overlooked by managers when motivating employees. The most unusual finding in that study concerning gender and age was that managers do not motivate their employees differently with reference to gender and age.

Nadim et al. (2012), conducted a research on Effects of Motivational Factors on Teachers' Job Satisfaction in public sector degree colleges of Punjab, Pakistan. The objective of this study is to analyze the effects of intrinsic and extrinsic motivational factors on teacher job satisfaction in public sector degree colleges of Punjab, Pakistan. Data was collected from 406 respondents from public sector colleges in the Punjab. SEM was used to test the hypotheses using AMOS package. The results of the study revealed that there is significant positive relationship between intrinsic motivational factors and teacher job satisfaction. Similarly, statistically significant positive relationship is also found between extrinsic motivational factors and teacher job satisfaction. It also found that extrinsic and intrinsic factors have a positive impact on teachers' performance at public colleges has. However, it is found that teacher job

satisfaction is largely caused by intrinsic motivational factors as compared to extrinsic motivational factors.

Elizabeth Boye et al (2016) focussed on the risk factors associated with the industry, management has to ensure that employees are well motivated to curb the rate at which employees embark on industrial unrest which affects performance, and employees are to comply with health and safety rules because the industry contributes hugely to the Gross Domestic Product (GDP) of the country.

Hackman and Oldham (1980) urged that organizations have to restructure work to induce intrinsic motivation. Greater skill variety, task identity, and task significance increases the experienced meaningfulness of work, autonomy raises experienced responsibility, and feedback provides knowledge of results.

Muogbo U.S (2013) found that there existed a relationship between employee motivation and organizational performance. The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers' performance.

Rajeswari Devadass (2011) worked on employee motivational practices & found that how job characteristics, employee characteristics, management practices and broader environmental factors influence employees' motivation. She confirms that motivation concepts are central to employees. Job characteristics, management practices, employee characteristics and broader environmental factors are the key variables that influence employees' motivation in an organization.

Stephen A. Furlich (2016) addresses employees' expectations of performance rewards and their motivation by understanding communication with their managers through the use of Expectancy Valence Theory. He focused on specific aspects of communication such as communication behaviors, expectations, communication interactions, and outcomes from the communication interactions. These areas of

communication are also applied to general areas within the social sciences.

Vinay Chaitanya Ganta (2014) studied on Motivation levels within the workplace and found that it shows direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increases as a result. Employee motivation has always been a central problem for leaders and managers. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs.

Dysvik and Kuvaas (2010) concluded that intrinsic motivation was the strongest predictor of turnover intention and relationship between mastery-approach goals and turnover intention was only positive for employees, low in intrinsic motivation. The only thing organization needs to do is to give employees with ample resources and platform to do.

2.2.2 Motivational factors

Factors leading to employee satisfaction and motivation relate exclusively to the job itself-the work a person performs. Some of the important factors are here. When these factors are present in job, the worker is likely to be satisfied and motivated.

- **Promotion**

Promotions motivates employees by appealing to their sense of ambition. This affects workers whose career anchors include the desire for autonomy, independence, authority and managerial competence. Employees who see these as attainable goals via promotions will work to demonstrate their supervisory and leadership skills.

Koch and Nafziger (2012) specified that promotions are desirable for most employees, only because they work harder to compensate for their

“incompetence.” As a result, promotion at regular interval of time has an optimistic approach behind and they are generally given to satisfy the psychological requirements of employees in the organization.

Ismajli et al. (2015) identified that the factors that motivate employees as human resources in local government serve as a basis for increasing the service quality. He found that salary of workers, professional advancement and opportunity for promotion appear to be among the most important factors of motivation. The other important factors that the study revealed are work conditions, as well as the evaluation and the objective assessment of performance measurement

- **Reward and recognition**

Reward and recognition are the very important and major factors of employee motivation to keep striving towards their goals at work. They want to aim higher and better to be applauded by hikes and increase in pay scales. By applauding employees in front of friends and colleagues, it is the greatest motivation one can get to do better anytime.

Mahazril et al. (2012) concluded that rewards and recognition and communication may motivate them to work. Recognition enhances the level of productivity and performance at job whether it is a first time performance or a repeated action at the job in a progressive way and ultimately reinforces the behavior of employee.

Malekia (2009) conducted a cross-sectional research using a structured interview guide among 326 healthcare workers in three municipalities of Dar es Salaam, Tanzania. The purpose was to assess motivation to perform among healthcare workers in primary healthcare facilities. The study found that 71.8 percent of the health workers were motivated to perform their tasks well, while 28.2 percent were not motivated. Both financial and non-financial incentives were seen to influence motivation. However, the study found the main motivating factors were community

recognition/appreciation, fairness in performance assessment, reward system and education.

Hafiza et al. (2011) found that there are several factors that can affect employee performance like training and development opportunities, working conditions, worker-employer relationship, job security and company over all policies and procedures for rewarding employees. Among the factors that affect employee performance, motivation that comes with rewards is of utmost importance

Panagiotakopoulos (2013) concluded that factors affecting staff motivation at a period where the financial rewards are kept to the least leads to stimulate employee performance. So, management personnel's responsibility to motivate their employees to work as per the expectation to enhance the organization's performance

Aguinis et al. (2013) stated that monetary rewards can be a very powerful determinant of employee motivation and achievement which, in turn, can advance to important returns in terms of firmlevel performance

- **Training**

Training can help employees understand how their work fits into their company's structure, mission, goals and achievements. As a result, employees can become more motivated and excited about their work as they understand how what they do matters to the success of the organization.

Baldwin et al. (1991) indicates that individuals with higher pre-training motivation on the basis of their willingness to attend training have greater learning outcomes as compared to individuals heaving lower pre-training motivation.

Commeiras et al. (2013) point out that traineeship is continuing to grow. In business, context training basically refers to action of teaching employees and providing proper knowledge and skills to make

themselves job fit as well as organization fit. Training teaches employees how to work and enhance their skills, hence motivate them to achieve the common goal of organization as well as of employee. In the today's competitive world, every organization wants to achieve competitive edge over their competitors and be impossible to achieve without employee involvement, which forces management to motivate their employees by different means.

- **Work environment**

Motivated employees thrive in a positive work environment. A motivating work environment provides clear direction so that employees know what is expected of them. Hand-in-hand with clear direction, employees should have goals that fit within the company's strategic framework. People who have high self-esteem are more likely to continuously improve the work environment.

In (2012), Jung and Kim stated that good work environment and good work conditions can increase employee job satisfaction and an employee organizational commitment. So the employees will try to give their best which can increase the employee work performance.

Cheng et al. (2013) concluded that there were evidences of moderating effects of age on the associations between psychosocial work conditions and health. Now the importance and the need of working condition is so describing or defining the physical environment by identifying those elements or dimensions of the physical environment. Employees having poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding, they need good working conditions.

A Ghanaian study was conducted on motivation by **Kwasi (2010)**. The purpose of the study was to examine factors of motivation that will lead to employees being highly motivated for increased performance at the

workplace with particular reference to the Building and Road Research Institute (BRRI). It surveyed a sample of workers using a questionnaire and data was analyzed using SPSS package. The results of the study indicated that elements such as empowering employees and involving workers in decision making played an important role in motivating employees.

- **Salary**

A worker is more likely to perform to his potential if he's happy with the salary he is earning. A person earning a high salary feels motivated to do a good job. His salary brings him a feeling of security, allows him to feel accomplished and gives him a high status ranking that he enjoys. A person is much more willing to put in extra hours at the office if he feels his financial rewards are a fair trade-off.

Aiyetan and Oltuah (2006) conducted a research on the relationship between motivation and performance of workers in the Nigerian construction industry. The purpose was to identify a number of motivational schemes that enhance the performance of two types of workers: construction workers and office workers. The study used two sets of questionnaires: one set was administered on management staff and the other on non-management staff (operatives). The study revealed that salaries paid to operatives in the study were below the stipulations of the Nigerian National Joint Industry Council. It further showed that operatives are rarely promoted, and operatives prefer financial incentives to non-financial incentives. The study recommended that increases in salary via promotion, overtime allowances and holidays with pay should be used as motivators (financial incentives) for increase in performance of construction workers (operatives).

Calista (2009) examined motivation through incentive programs in Singapore on 380 white collar workers, using questionnaire administered online. The results of the study showed that incentives had a very strong

motivational potential influence on employees' willingness to work harder. The three motivating factors were interpersonal relationship, workplace environment and interesting work, all of which have the potential to motivate employees at higher levels. For long-term motivation, job related factors such as meaningful work, flexible working hours, and friendly social gestures were found to be effective motivators, while monetary, social gathering, tangible items such as awards, certificates and gifts were most effective motivators for short-term.

Akah (2010) conducted study of motivation in Ultimate Companion Limited, Douala, Cameroon. Its purpose was to examine factors that motivate employees in order to have increased performance within the company. It surveyed a sample of 74 employees in the company and data analysed using descriptive statistics. The study found that employees at Ultimate companion limited had an overall fair job satisfaction. The employees are not satisfied with their current salary situation at the company which illustrate that financial motivation was important within a company. The findings equally showed that majority of the employees are motivated most to perform when they receive non-financial rewards. Also, majority of the employees showed a great intrinsic value for higher performance. Finally, the study recommended that the management at Ultimate companion limited should use multiple motivational strategy in order to achieve greater performance from the employees.

Ioan Moise Achim, Larisa Dragolea, George Balan (2013) said that the financial side of motivation is widely preferred and known by the both parts –employer and employee. In the present study we shall insist and plead for the possibilities of application and the results of the efficient non - financial motivation plan to the internal climate and the lasting performance of the firm.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. It shows the path through which researchers formulate their problem and objective and present their result from the data obtained during the study period. This research methodology chapter also shows the research methods that were used during the research process.

3.2 RESEARCH DESIGN

A research design is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data. The research design is intended to provide an appropriate framework for a study.

3.2.1 Descriptive Research Design

Descriptive research is carried out in this .Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

3.3 SAMPLING TECHNIQUE

The sampling technique adopted was convenient sampling method

3.3.1 Convenience sampling method

Convenience sampling method is used in this. Convenience sampling is a type of non-profitability sampling that involves the sample being drawn from that part of the population that is close to hand.

3.4 SOURCES OF DATA

The data were collected from both primary and secondary sources.

3.4.1 Primary data

Collected directly from the respondents with the help of questionnaire.

3.4.1.1 Questionnaire

The questionnaire tried to capture the responses of the employees mainly on the key deliverables, derived from the survey conducted, and a few questions have been included to gauge the level of satisfaction and to gain insight into motivation among employees

3.4.2 Secondary data

Secondary data are the data which already exists. The secondary data were also collected from published records, journals and websites for this study.

3.5 STRUCTURE OF QUESTIONNAIRE

There are two broad types of questions open ended or open questions, and closed ended or closed questions. Open questions enable respondents to answer as they wish. Closed questions provide respondents with a list of options from which they choose.

3.6 SAMPLE SIZE

A sample size of 122 employees has been taken in this study.

3.7 PERIOD OF STUDY

The period of study is from January 2021 to March 2021 which is a three months of study.

3.8 ANALYTICAL TOOLS

Tools used for analysis are simple percentage analysis, bar chart, pie chart, Chi-square test in SPSS tool, Anova in SPSS tool.

3.8.1 Percentage analysis

Percentage analysis is the method to represent raw streams of data as a percentage for better understanding of collected data. Percentage analysis is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding.

3.8.2 Anova

It is a collection of statistical models and their associated estimation procedures (such as the “variation” among and between groups) used to analyze the differences among group means in a sample.

3.8.3 Chi-square

A statistical test of significance which is used to compare observed frequencies with expected frequencies. The chi-square test is used for analyzing data where one has counted the frequency (number of cases or respondents) in different categories.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE 4.1.1: TABLE SHOWING GENDER OF THE RESPONDENTS

Gender	No. of respondents	Percentage
Female	79	65.00%
Male	43	35.00%
Total	122	100.00%

Source: Primary data.

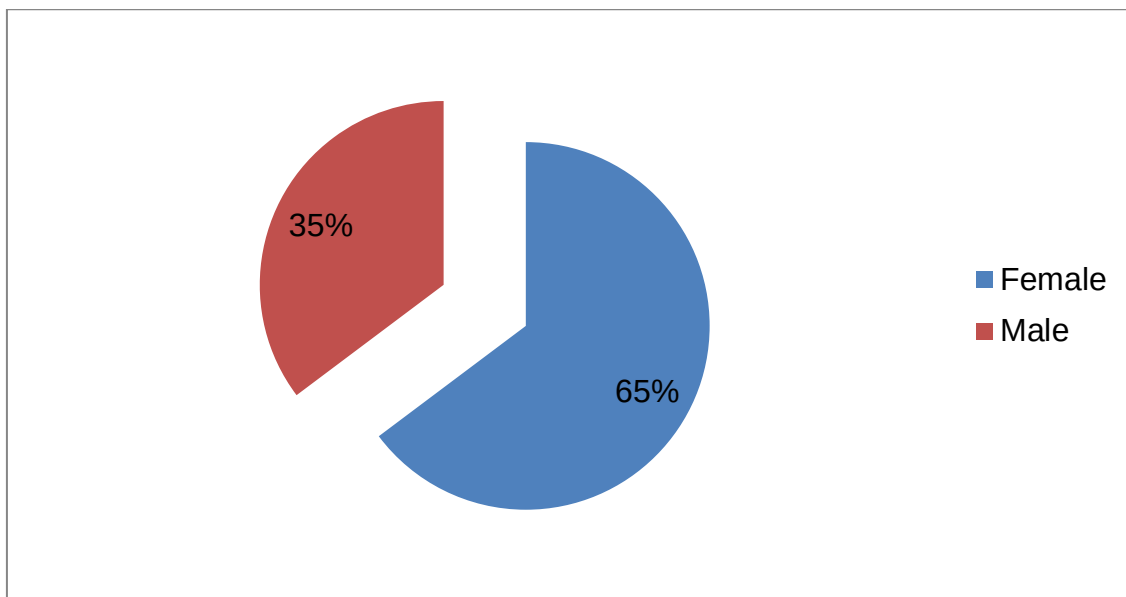


CHART 4.1.1: CHART SHOWING GENDER OF THE RESPONDENTS

INTERPRETATION

From the above table it is interpreted that the number of female respondent is 65% and male respondent is 35%.

INFERENCE

Majority (65%) of the respondents are female.

TABLE 4.1.2: TABLE SHOWING AGE OF THE RESPONDENTS

Age group	No. of respondent	Percentage
18-24	38	31.00%
25-34	63	52.00%
35-44	18	15.00%
above 45	3	2.00%
Total	122	100.00%

Source: Primary data.

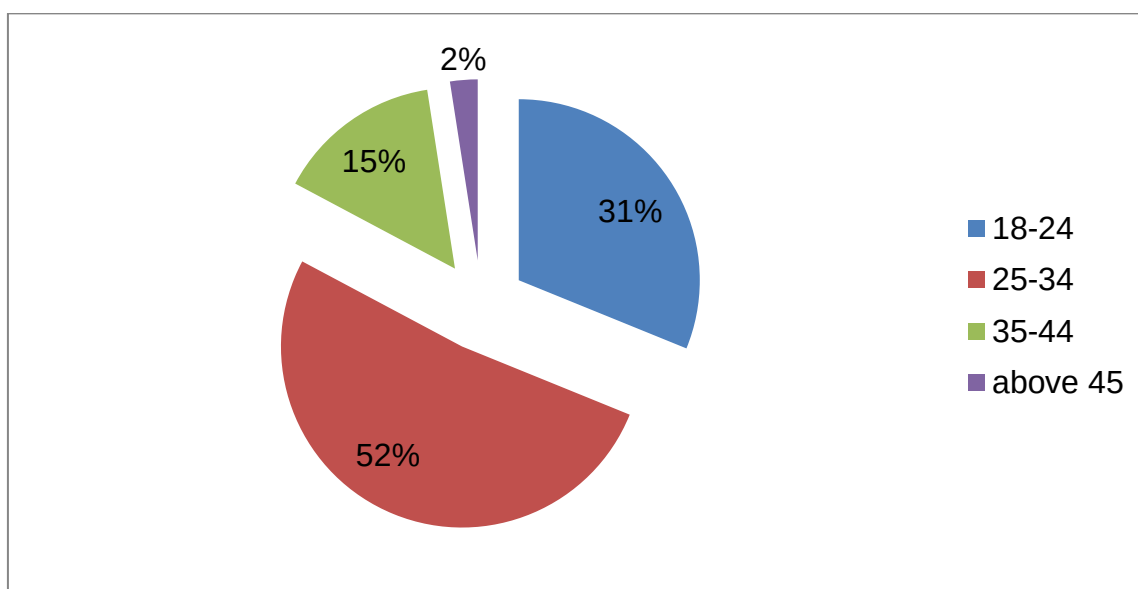


CHART 4.1.2: CHART SHOWING AGE OF THE RESPONDENTS

INTERPRETATION

From the above table it is interpreted that the number of respondents between 18 to 24 is 31%, 25 to 34 is 52%, 35 to 44 is 15%, above 45 is 2 %

INFERENCE

Majority (52%) of the respondents fall in the age category of 25 to 34 years.

TABLE 4.1.3: TABLE SHOWING QUALIFICATION OF THE RESPONDENTS

Highest qualification	No. of respondents	Percentage
High school	8	6.60%
Diploma	30	24.60%
Bachelor's degree	40	32.80%
Master's Degree	35	28.70%
Ph.D	8	6.60%
Others	1	0.70%
Total	122	100.00%

Source: Primary data.

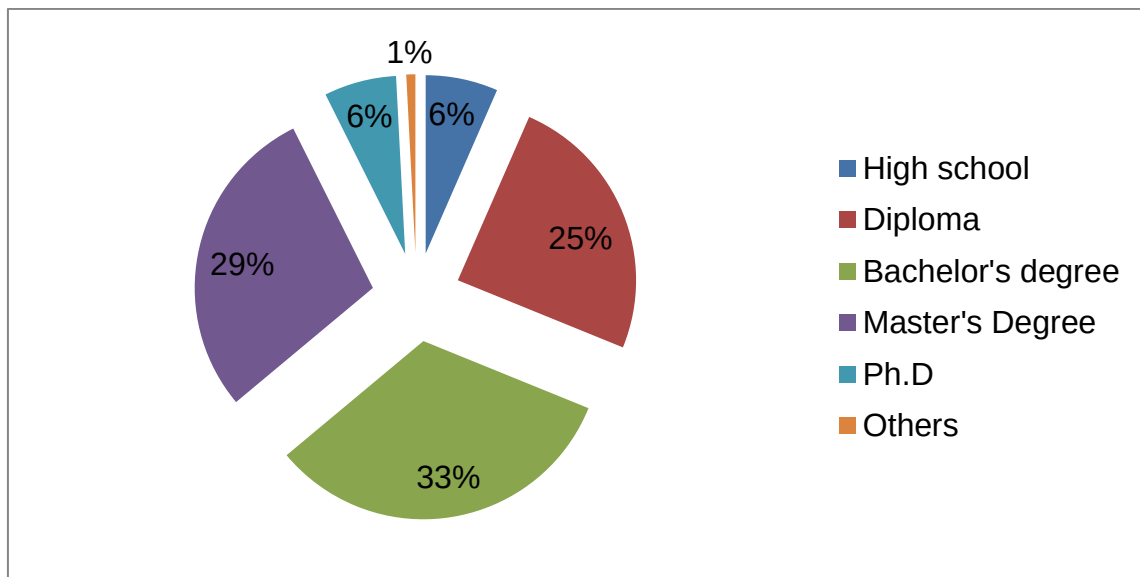


CHART 4.1.3: CHART SHOWING QUALIFICATION OF THE RESPONDENTS

INTERPRETATION

From the above table it is interpreted that the number of respondents High school pass is 6%, Diploma is 25%, bachelor's degree is 33%, Master's degree is 29%, Ph.D is 6% , others is 1%

INFERENCE

Majority (33%) of the respondents are graduate.

TABLE 4.1.4: TABLE SHOWING MARITAL STATUS OF RESPONDENTS

Marital status	No. of respondents	Percentage
Married	87	71.30%
Unmarried	35	28.70%
Total	122	100.00%

Source: Primary data.

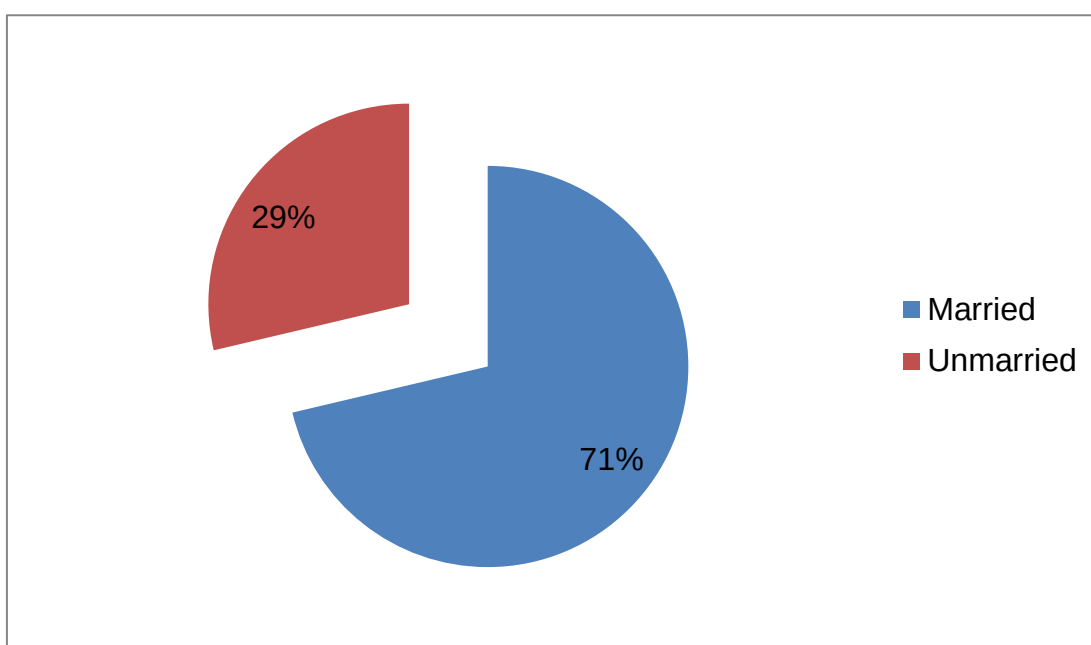


CHART 4.1.4: CHART SHOWING MARITAL STATUS OF RESPONDENTS

INTERPRETATION

From the above table it is interpreted that the number of married respondents is 71% and unmarried is 29%

INFERENCE

Majority (71%) of the respondents is married.

TABLE 4.1.5: TABLE SHOWING WORKING YEARS OF THE RESPONDENTS

Particulars	No. of respondents	Percentage
0-5 years	42	34.40%
5-10 years	62	50.80%
10-15 years	16	13.10%
More than 15 years	2	1.70%
Total	122	100.00%

Source: Primary data.

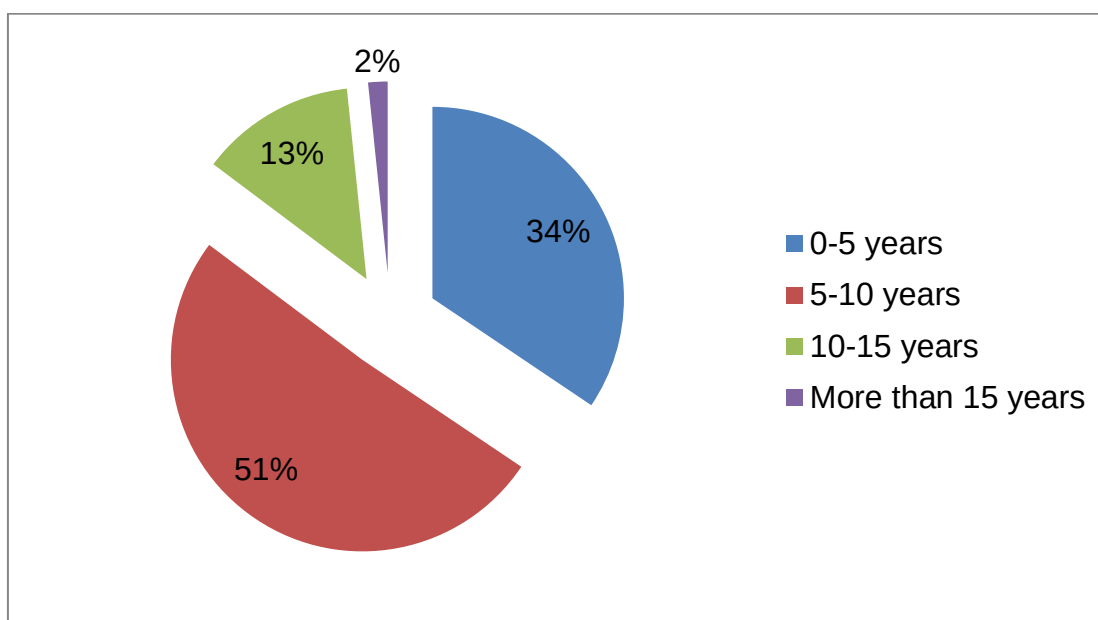


CHART 4.1.5: CHART SHOWING WORKING YEARS OF THE RESPONDENTS

INTERPRETATION

From the above table it is interpreted that the number of working years of the respondents 0 to 5 years is 34%, 5 to 10 years is 51 %, 10 to 15 years is 13%, More than 15 years is 2%

INFERENCE

Majority (51%) of the respondents working year is 5 to 10 years

TABLE 4.1.6: TABLE SHOWING RESPONDENTS AWARENESS ABOUT COMPANY'S MISSION AND VISION

Particulars	No. of respondents	Percentage
Yes	119	97.50%
No	3	2.50%
Total	122	100.00%

Source: Primary data.

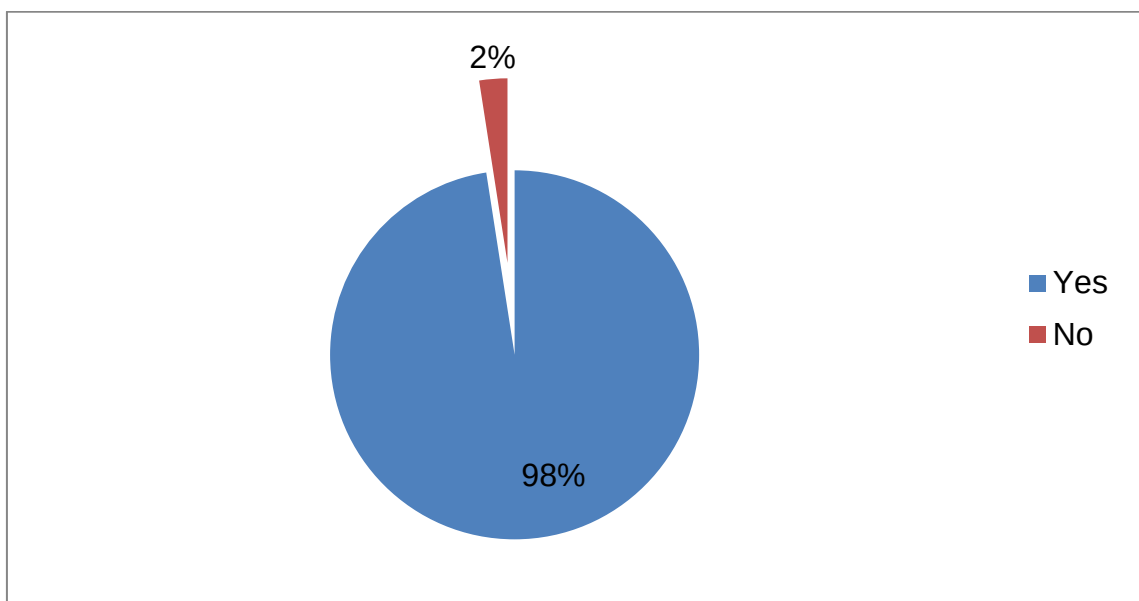


CHART 4.1.6: CHART SHOWING RESPONDENTS AWARENESS ABOUT COMPANY'S MISSION AND VISION.

INTERPRETATIONS

From the above table it is interpreted that 98% of the respondents are aware of the company's mission and vision, 2% of the respondents are not aware of the company's mission and vision.

INFERENCE

Majority (98%) of the respondents are aware of the company's mission and vision.

TABLE 4.1.7: TABLE SHOWING RESPONDENTS MOTIVATION TO JOIN THE ORGANIZATION.

Particulars	No. of respondents	Percentage
Job security	9	7.40%
Good salary	36	29.50%
No job alternative	29	23.80%
Good working conditions	9	7.40%
company policies	31	25.40%
Pay and benefits	6	4.70%
Other	2	1.80%
Total	122	100.00%

Source: Primary data.

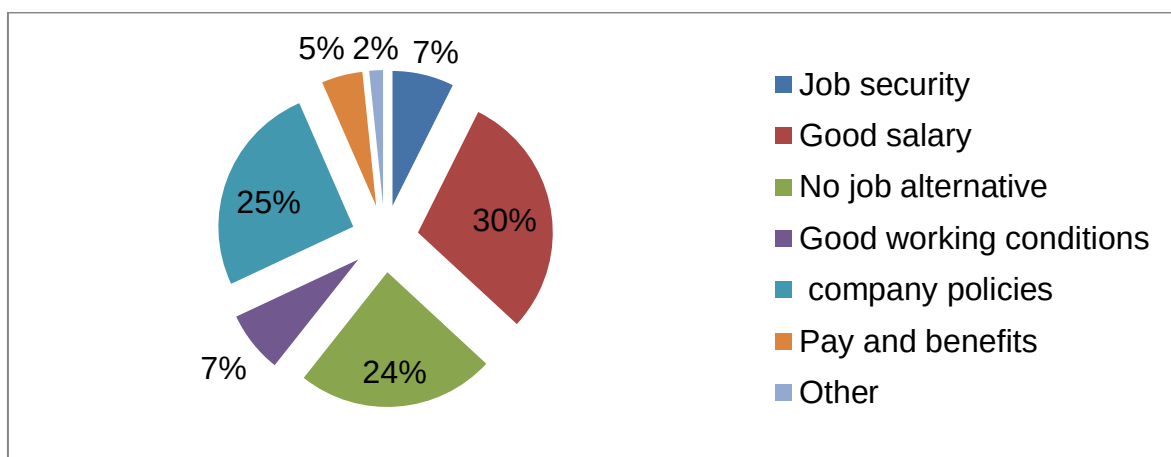


CHART 4.1.7: CHART SHOWING RESPONDENTS MOTIVATION TO JOIN THE ORGANIZATION

INTERPRETATION

From the above table it is interpreted that the number of respondents motivated to join the organization for job security is 7%, 30% for good salary, 24% for No job alternative, 7% for Good working conditions, 25% for company policies, 5% for pay and benefit, 2% for other.

INFERENCE

Majority (30%) respondents are motivated to join the organization is for good salary.

TABLE 4.1.8: TABLE SHOWING RESPONDENTS LEVEL OF MOTIVATION AT THEIR ORGANIZATION

Particulars	No. of respondents	Percentage
Very good	40	32.80%
Good	61	50%
Undecided	7	6%
Low	10	8.20%
Very low	4	3.00%
Total	122	100.00%

Source: Primary data.

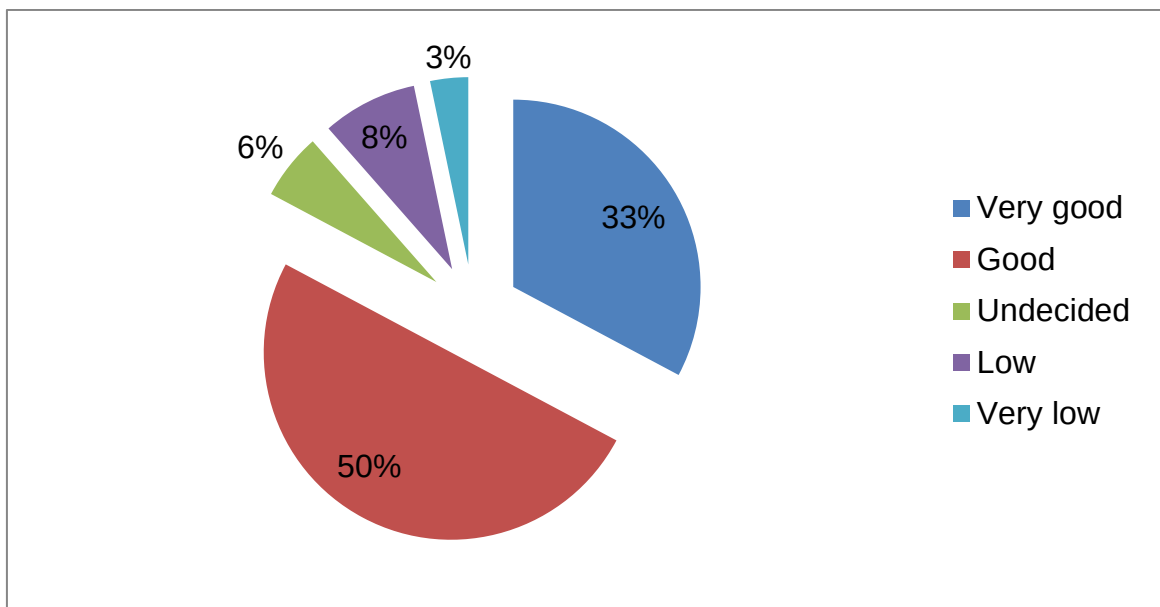


CHART 4.1.8: CHART SHOWING RESPONDENTS MOTIVATON LEVEL AT THEIR ORGANIZATION

INTERPRETATION

From the above table it is interpreted that 33% respondents says motivation level at their organization is very good, 50% says good, 6% says undecided, 8 % says low, 3% says very low

INFERENCE

Majority (50%) respondents says motivation level at their organization is good.

TABLE 4.1.9: TABLE SHOWING RESPONDENTS OPINION THAT MOTIVATES MOST AT WORK.

Particulars	No. of respondents	percentage
Appreciation at work by my boss and others	20	17%
Understanding my colleagues	11	9%
Developing a good working relationship with colleagues	10	8%
Achieving my targets at work	24	20%
Sharing creativity with others	18	15%
Working under pressure	15	12%
When faced with different challenges at work	14	11.20%
Others	10	8.10%
Total	122	100%

Source: Primary data.

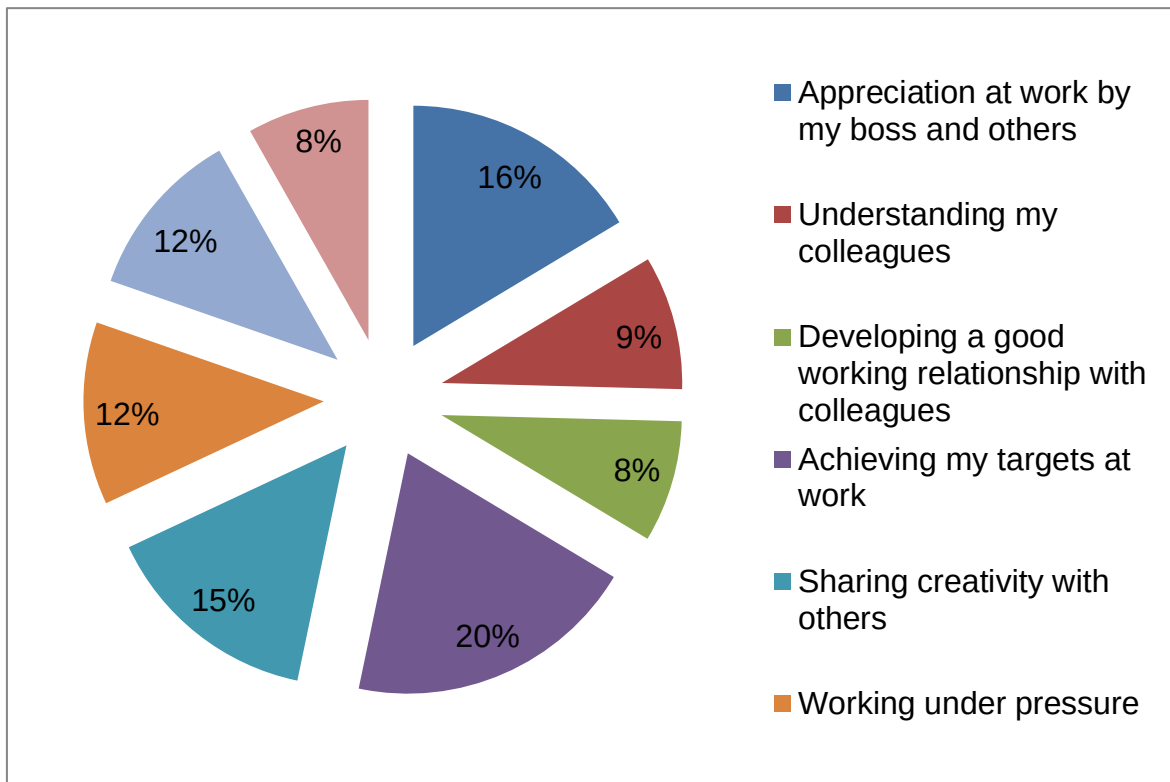


CHART 4.1.9: CHART SHOWING RESPONDENTS OPINION THAT MOTIVATES MOST AT WORK.

INTERPRETATION

From the above table it is interpreted that 16% respondents says appreciation at work by boss and others motivates most at work, 9% respondents says understanding my colleagues, 8% says developing a good working relationship with colleagues, 20% respondents says achieving my target at work, 15% respondents says sharing creativity with others, 12% respondents says working under pressure, 12% respondents says when faced with different challenges at work, 8% respondents says others

INFERENCE

Majority (20%) of the respondents says achieving my target at work motivates most at work

TABLE 4.1.10: TABLE SHOWING RESPONDENTS OPINION ON MOTIVATIONAL FACTORS

Particulars	Excellent	Good	Above average	Average	Below average	Total
Salary increase	39	46	18	13	6	122
Promotion	40	47	17	13	5	122
Leave	39	46	18	13	6	122
Motivational talks	39	49	16	13	5	122
Recognition	38	47	18	13	6	122
Job satisfaction	37	51	16	13	5	122
Training and development opportunities	37	49	17	13	6	122

Source: Primary data

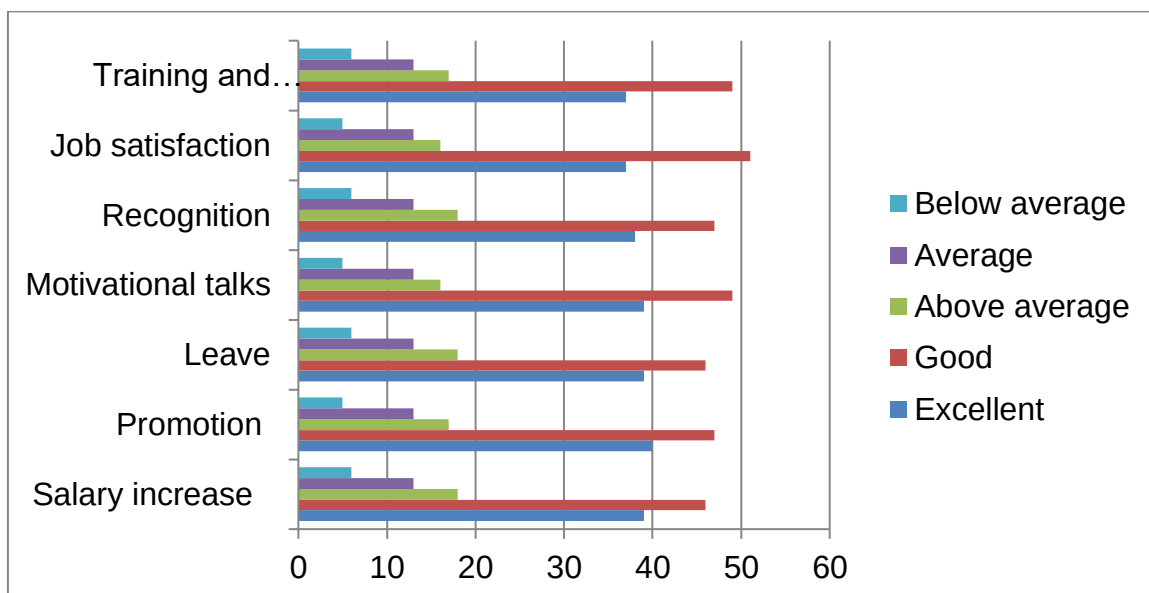


CHART 4.1.10: CHART SHOWING RESPONDENTS OPINION ON MOTIVATIONAL FACTORS

INTERPRETATION

From the above table, out of 122 respondents, 39 respondents considers salary increase as the excellent motivational factor, 46 respondents considers salary increase as the good motivational factor, 18 respondents considers salary increase as the above average motivational factor, 13 respondents considers salary increase as the average motivational factor, 6 respondents considers salary increase as the below average motivational factor.

From the above table, out of 122 respondents, 40 respondents considers promotion as the excellent motivational factor, 47 respondents considers promotion as the good motivational factor, 17 respondents considers promotion as the above average motivational factor, 13 respondents considers promotion as the average motivational factor, 5 respondents considers promotion as the below average motivational factor.

From the above table, out of 122 respondents, 39 respondents considers leave as the excellent motivational factor, 46 respondents considers leave as the good motivational factor, 18 respondents considers leave as the above average motivational factor, 13 respondents considers leave as the average motivational factor, 6 respondents considers leave as the below average motivational factor.

From the above table, out of 122 respondents, 39 respondents considers Motivational talks as the excellent motivational factor, 49 respondents considers Motivational talks as the good motivational factor, 16 respondents considers Motivational talks as the above average motivational factor, 13 respondents considers Motivational talks as the average motivational factor, 5 respondents considers Motivational talks as the below average motivational factor.

From the above table, out of 122 respondents, 38 respondents considers recognition as the excellent motivational factor, 47 respondents considers recognition as the good motivational factor, 18 respondents considers recognition as the above average motivational factor, 13 respondents

considers recognition as the average motivational factor , 6 respondents considers recognition as the below average motivational factor.

From the above table, out of 122 respondents, 37 respondents considers job satisfaction as the excellent motivational factor, 51 respondents considers job satisfaction as the good motivational factor, 16 respondents considers job satisfaction as the above average motivational factor, 13 respondents considers job satisfaction as the average motivational factor , 5 respondents considers job satisfaction as the below average motivational factor.

From the above table, out of 122 respondents, 37 respondents considers Training and development opportunities as the excellent motivational factor, 49 respondents considers Training and development opportunities as the good motivational factor, 17 respondents considers Training and development opportunities as the above average motivational factor, 13 respondents considers Training and development opportunities as the average motivation factor , 6 respondents considers Training and development opportunities as the below average motivational factor.

INFERENCE

It is found that salary increase, promotion, leave, motivational talks, Recognition, Job satisfaction, Training and development opportunities are considered as the good motivational factor.

TABLE 4.1.11: TABLE SHOWING RESPONDENTS VIEW'S ON INTRINSIC MOTIVATION SUCH AS WORKING IN MY ORGANIZATION GIVES ME A GREAT DEAL OF JOB SATISFACTION.

Particulars	No. of respondents	percentage
Strongly Agree	39	32%
Agree	59	48%
Undecided	9	7%
Disagree	10	8%
Strongly Disagree	5	4%
Total	122	100%

Source: Primary data.

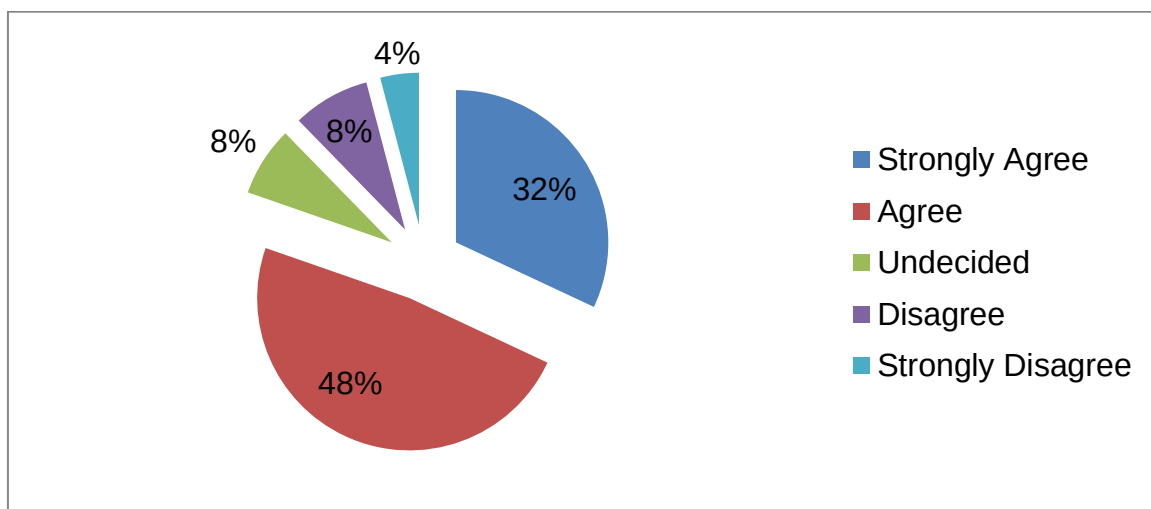


CHART 4.1.11: CHART SHOWING RESPONDENTS VIEW'S ON INTRINSIC MOTIVATION SUCH AS WORKING IN MY ORGANIZATION GIVES ME A GREAT DEAL OF JOB SATISFACTION.

INTERPRETATION

From the above table it is interpreted that 32% respondents strongly agreed with the intrinsic motivation such as Working in my organization gives me a great deal of job satisfaction, 48% respondents agreed, 8% respondents were undecided, 8% respondents disagreed, 4% respondents strongly disagreed

INFERENCE

Majority (48%) of the respondents agreed with the intrinsic motivation such as Working in my organization gives me a great deal of job satisfaction.

TABLE 4.1.12: TABLE SHOWING RESPONDENTS VIEW'S ON INTRINSIC MOTIVATION SUCH AS THE CHALLENGING NATURE OF WORK IN MY ORGANIZATION HAS KEPT ME IN THE PROFESSION.

Particulars	No. of respondents	percentage
Strongly Agree	41	34%
Agree	57	47%
Undecided	9	7%
Disagree	11	9%
Strongly Disagree	4	3%
Total	122	100%

Source: Primary data.

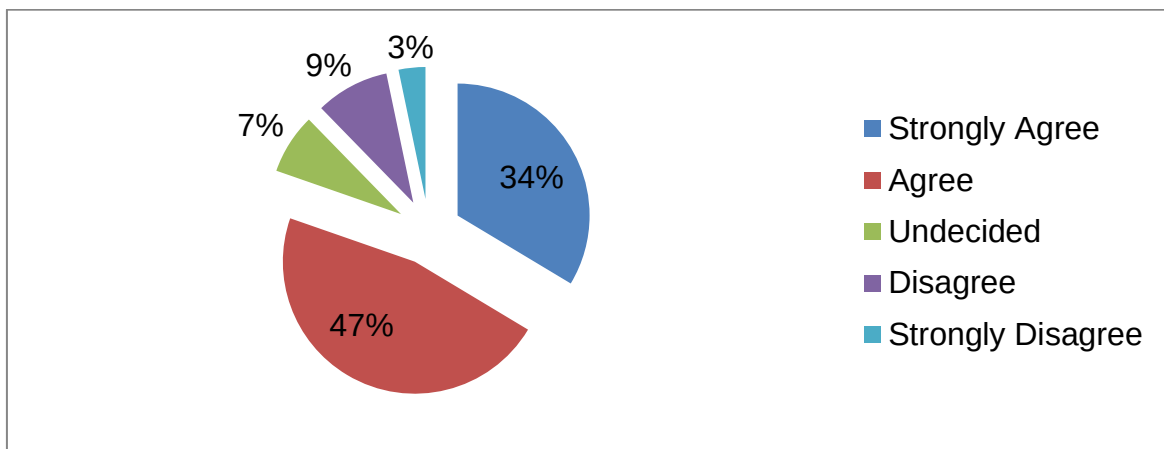


CHART 4.1.12: CHART SHOWING RESPONDENTS VIEW'S ON INTRINSIC MOTIVATION SUCH AS THE CHALLENGING NATURE OF WORK IN MY ORGANIZATION HAS KEPT ME IN THE PROFESSION.

INTERPRETATION

From the above table it is interpreted that 34% respondents strongly agreed with the intrinsic motivation such as The challenging nature of work in my organization has kept me in the profession, 47% respondents agreed, 7% respondents were undecided, 9% respondents disagreed, 3% respondents strongly disagreed.

INFERENCE

Majority (47%) of the respondents agreed with the intrinsic motivation such as The challenging nature of work in my organization has kept me in the profession.

TABLE 4.1.13: TABLE SHOWING RESPONDENTS VIEW'S ON INTRINSIC MOTIVATION SUCH AS WORKING IN MY ORGANIZATION GIVES ME RECOGNITION AND RESPECT FROM THE COMMUNITY

Particulars	No. of respondents	percentage
Strongly Agree	36	30%
Agree	62	51%
Undecided	9	7%
Disagree	10	8%
Strongly Disagree	5	4%
Total	122	100%

Source: Primary data.

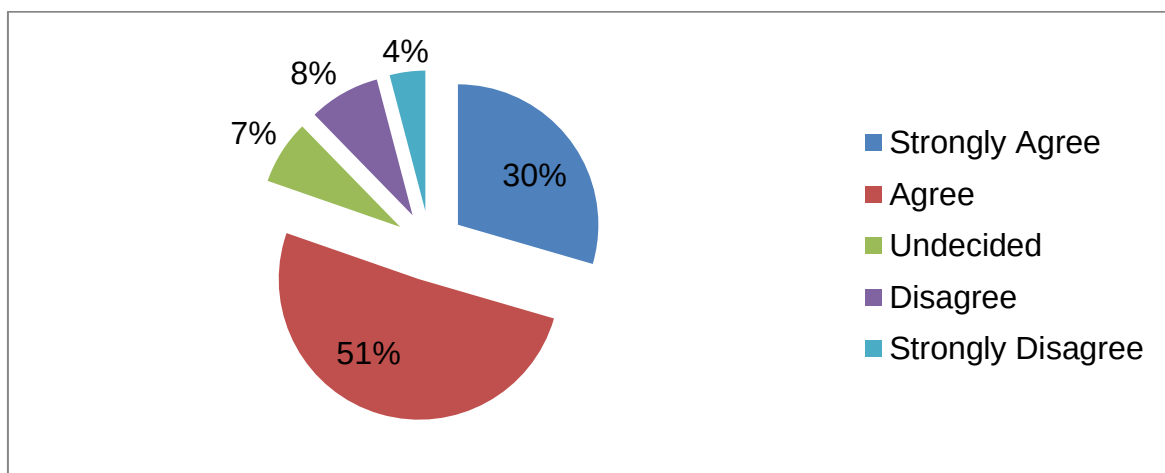


CHART 4.1.13: CHART SHOWING RESPONDENTS VIEW'S ON INTRINSIC MOTIVATION SUCH AS WORKING IN MY ORGANIZATION GIVES ME RECOGNITION AND RESPECT FROM THE COMMUNITY

INTERPRETATION

From the above table it is interpreted that 30% respondents strongly agreed with the intrinsic motivation such as Working in my organization gives me recognition and respect from the community , 51% respondents agreed, 7% respondents were undecided, 8% respondents disagreed, 4% respondents strongly disagreed

INFERENCE

Majority (51%) of the respondents agreed with the intrinsic motivation such as Working in my organization gives me recognition and respect from the community.

TABLE 4.1.14: TABLE SHOWING RESPONDENTS VIEW'S ON INTRINSIC MOTIVATION SUCH AS THE RESPONSIBILITIES I PERFORM AT MY ORGANIZATION GIVES A SENSE OF CONTROL OVER OTHERS.

Particulars	No. of respondents	percentage
Strongly Agree	42	34%
Agree	56	46%
Undecided	9	7%
Disagree	10	8%
Strongly Disagree	5	4%
Total	122	100%

Source: Primary data.

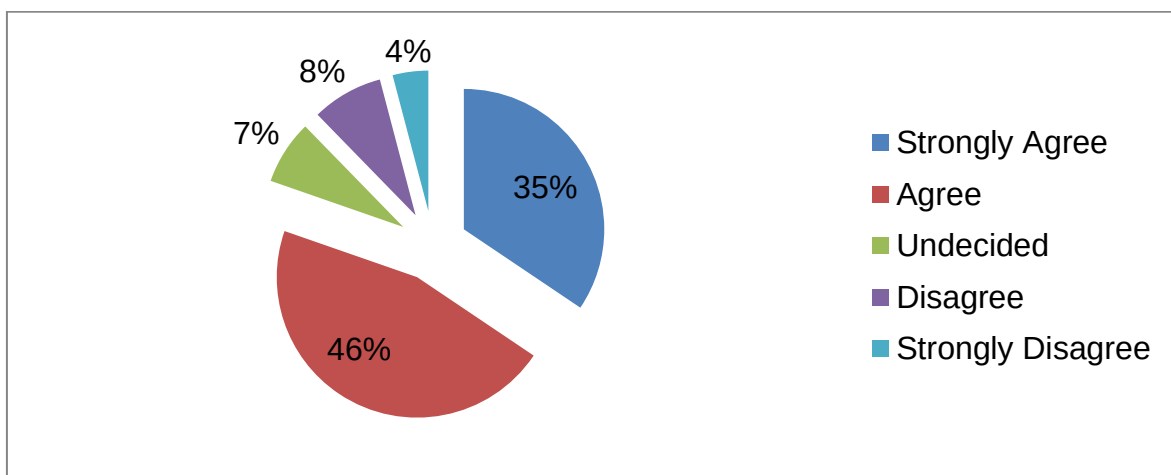


CHART 4.1.14: CHART SHOWING RESPONDENTS VIEW'S ON INTRINSIC MOTIVATION SUCH AS THE RESPONSIBILITIES I PERFORM AT MY ORGANIZATION GIVES A SENSE OF CONTROL OVER OTHERS

INTERPRETATION

From the above table it is interpreted that 35% respondents strongly agreed with the intrinsic motivation such as The responsibilities I perform at my organization gives a sense of control over others, 46% respondents agreed, 7% respondents were undecided, 8% respondents disagreed, 4% respondents strongly disagreed

INFERENCE

Majority (46%) of the respondents agreed with the intrinsic motivation such as The responsibilities I perform at my organization gives a sense of control over others

TABLE 4.1.15: TABLE SHOWING THE EXTENT TO WHICH THE INTRINSIC MOTIVATORS HAVE INCREASED RESPONDENTS MORALE TO PERFORM THEIR RESPONSIBILITIES.

Particulars	No. of respondents	percentage
To big extent	38	31.10%
To small extent	66	54.10%
Not at all	18	14.80%
Total	122	100.00%

Source: Primary data.

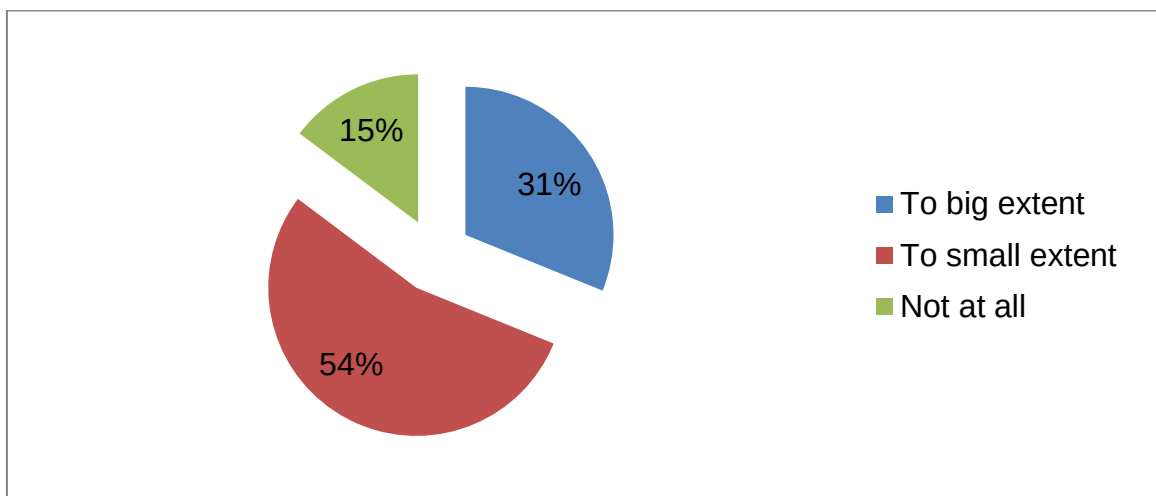


CHART 4.1.15: CHART SHOWING THE EXTENT TO WHICH THE INTRINSIC MOTIVATORS HAVE INCREASED RESPONDENTS MORALE TO PERFORM THEIR RESPONSIBILITIES.

INTERPRETATION

From the above table it is interpreted that 31% of the respondents find intrinsic motivators affect their working morale to a big extent, 54% to a small extent and 15 % have no influence at all.

INFERENCE

Majority (54%) of the respondents find intrinsic motivators affect their working morale to small extent.

TABLE 4.1.16: TABLE SHOWING RESPONDENTS VIEW'S ON EXTRINSIC MOTIVATION SUCH AS I AM PAID A SALARY THAT IS ENOUGH TO CATER FOR MY BASIC NEEDS

Particulars	No. of respondents	percentage
Strongly Agree	37	30%
Agree	61	50%
Undecided	9	7%
Disagree	10	8%
Strongly Disagree	5	4%
Total	122	100%

Source: Primary data.

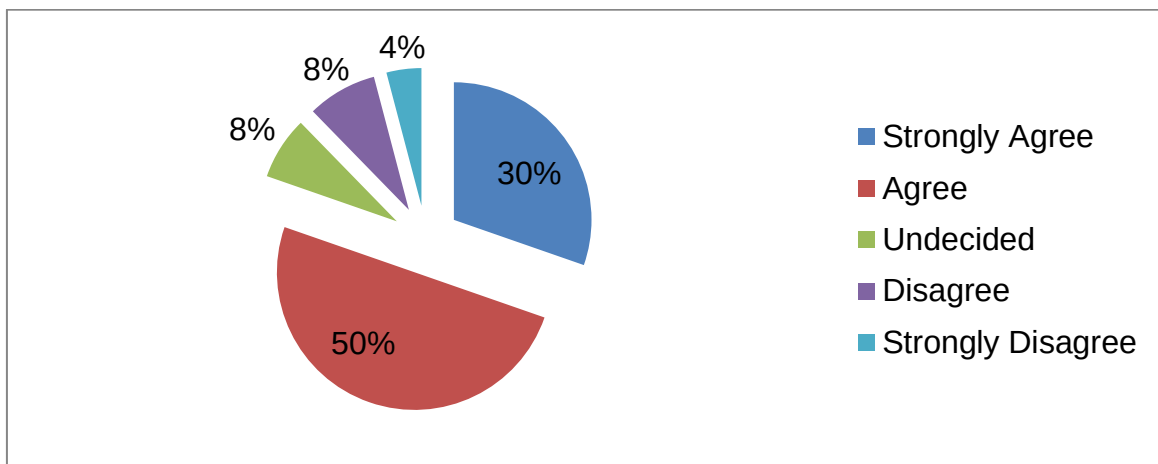


CHART 4.1.16: CHART SHOWING RESPONDENTS VIEW'S ON EXTRINSIC MOTIVATION SUCH AS I AM PAID A SALARY THAT IS ENOUGH TO CATER FOR MY BASIC NEEDS

INTERPRETATION

From the above table it is interpreted that 30% respondents strongly agreed with the extrinsic motivation such as I am paid a salary that is enough to cater for my basic needs , 50% respondents agreed, 8% respondents were undecided, 8% respondents disagreed, 4% respondents strongly disagreed

INFERENCE

Majority (50%) of the respondents agreed with the extrinsic motivation such as I am paid a salary that is enough to cater for my basic needs.

TABLE 4.1.17: TABLE SHOWING RESPONDENTS VIEW'S ON EXTRINSIC MOTIVATION SUCH AS THE ORGANIZATION PROVIDES ME FREE ACCOMMODATION/ALLOWANCE FOR ACCOMMODATION

Particulars	No. of respondents	percentage
Strongly Agree	40	33%
Agree	58	48%
Undecided	9	7%
Disagree	11	9%
Strongly Disagree	4	3%
Total	122	100%

Source: Primary data.

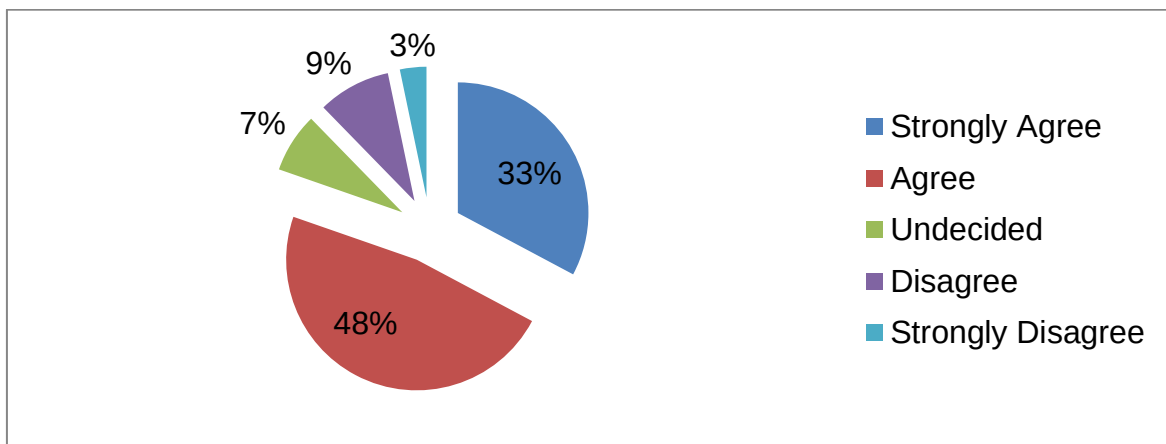


CHART 4.1.17: CHART SHOWING RESPONDENTS VIEW'S ON EXTRINSIC MOTIVATION SUCH AS THE ORGANIZATION PROVIDES ME FREE ACCOMMODATION/ALLOWANCE FOR ACCOMMODATION

INTERPRETATION

From the above table it is interpreted 33% respondents strongly agreed with the extrinsic motivation such as The organization provides me free accommodation/allowance for accommodation, 48% respondents agreed, 7% respondents were undecided, 9% respondents disagreed, 3% respondents strongly disagreed

INFERENCE

Majority (48%) of the respondents agreed with the extrinsic motivation such as The organization provides me free accommodation/allowance for accommodation

TABLE 4.1.18: TABLE SHOWING RESPONDENTS VIEW'S ON EXTRINSIC MOTIVATION SUCH AS I GET FREE MEALS AT MY ORGANIZATION

Particulars	No. of respondents	percentage
Strongly Agree	37	30%
Agree	61	50%
Undecided	9	7%
Disagree	10	8%
Strongly Disagree	5	4%
Total	122	100%

Source: Primary data.

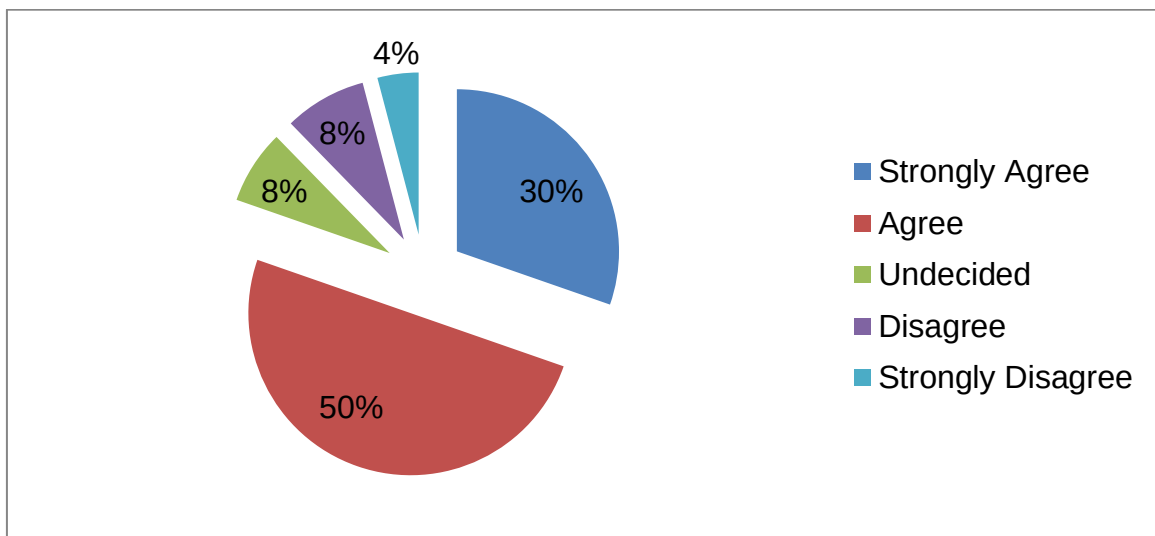


CHART 4.1.18: CHART SHOWING RESPONDENTS VIEW'S ON EXTRINSIC MOTIVATION SUCH AS I GET FREE MEALS AT MY ORGANIZATION

INTERPRETATION

From the above table it is interpreted that 30% respondents strongly agreed with the extrinsic motivation such as I get free meals at my organization, 50% respondents agreed, 8% respondents were undecided, 8% respondents disagreed, 4% respondents strongly disagreed

INFERENCE

Majority (50%) of the respondents agreed with the extrinsic motivation such as I get free meals at my organization

TABLE 4.1.19: TABLE SHOWING RESPONDENTS VIEW'S ON EXTRINSIC MOTIVATION SUCH AS SALARY PAYMENTS ARE PROMPT & ON TIME.

Particulars	No. of respondents	percentage
Strongly Agree	40	33%
Agree	58	48%
Undecided	9	7%
Disagree	10	8%
Strongly Disagree	5	4%
Total	122	100%

Source: Primary data.

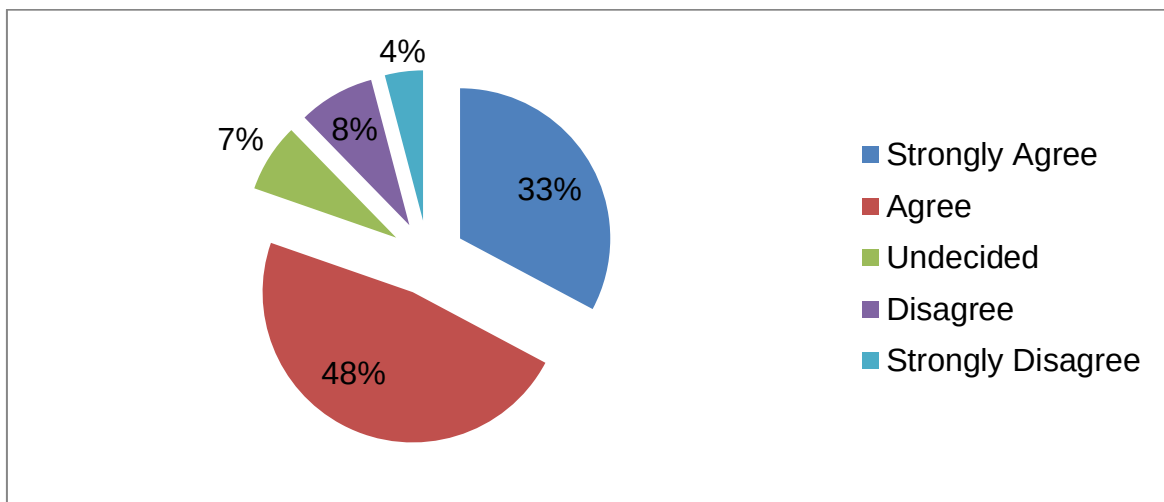


CHART 4.1.19: CHART SHOWING RESPONDENTS VIEW'S ON EXTRINSIC MOTIVATION SUCH AS SALARY PAYMENTS ARE PROMPT & ON TIME.

INTERPRETATION

From the above table it is interpreted that 33% respondents strongly agreed with the extrinsic motivation such as Salary payments are prompt & on time, 48% respondents agreed, 7% respondents were undecided, 8% respondents disagreed, 4% respondents strongly disagreed.

INFERENCE

Majority (48%) of the respondents agreed with the extrinsic motivation such as Salary payments are prompt & on time

TABLE 4.1.20: TABLE SHOWING THE EXTENT TO WHICH THE EXTRINSIC MOTIVATORS HAVE INCREASED RESPONDENTS MORALE TO PERFORM THEIR RESPONSIBILITIES.

Particulars	No. of respondents	percentage
To big extent	38	31.10%
To small extent	67	54.90%
Not at all	17	13.90%
Total	122	100.00%

Source: Primary data

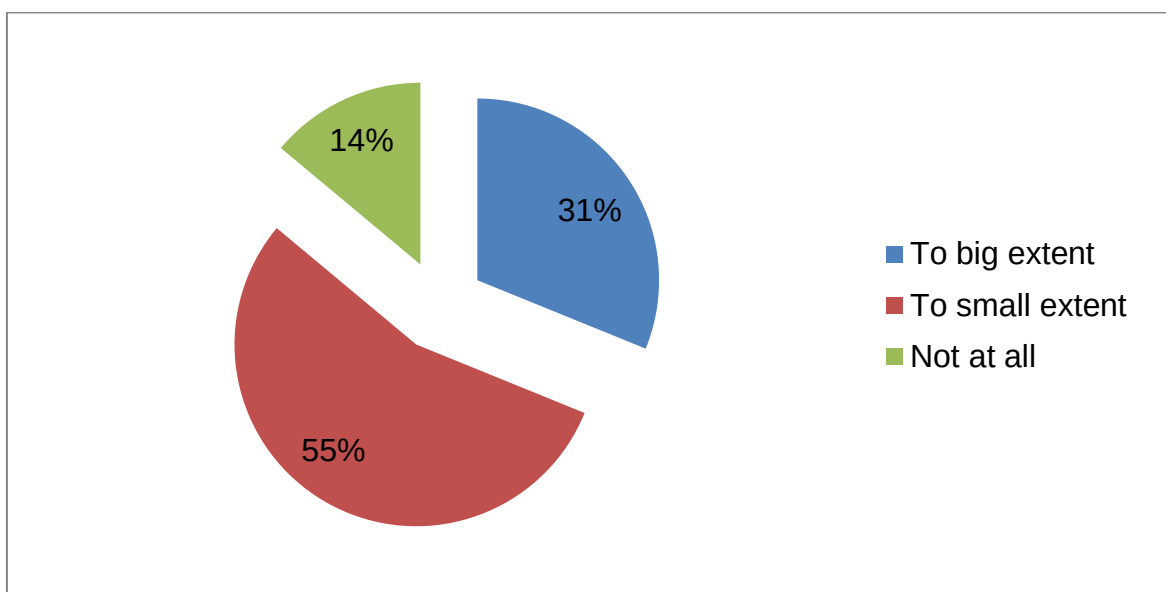


CHART 4.1.20: CHART SHOWING THE EXTENT TO WHICH THE EXTRINSIC MOTIVATORS HAVE INCREASED RESPONDENTS MORALE TO PERFORM THEIR RESPONSIBILITIES.

INTERPRETATION

From the above table it is interpreted that 31% of the respondents find extrinsic motivators affect their working morale to a big extent, 55% to a small extent and 14 % have no influence at all.

INFERENCE

Majority(55%) of the respondents find extrinsic motivators affect their working morale to small extent.

TABLE 4.1.21: TABLE SHOWING RESPONDENTS MOTIVATION ON THE TYPE OF INCENTIVES.

Particulars	No. of respondents	percentage
Prizes and awards	15	12.30%
Bonuses	44	36.10%
Promotion	24	19.70%
Appreciation letters	16	13.10%
Flexible work hours	18	14.80%
Others	5	4.00%
Total	122	100.00%

Source: Primary data

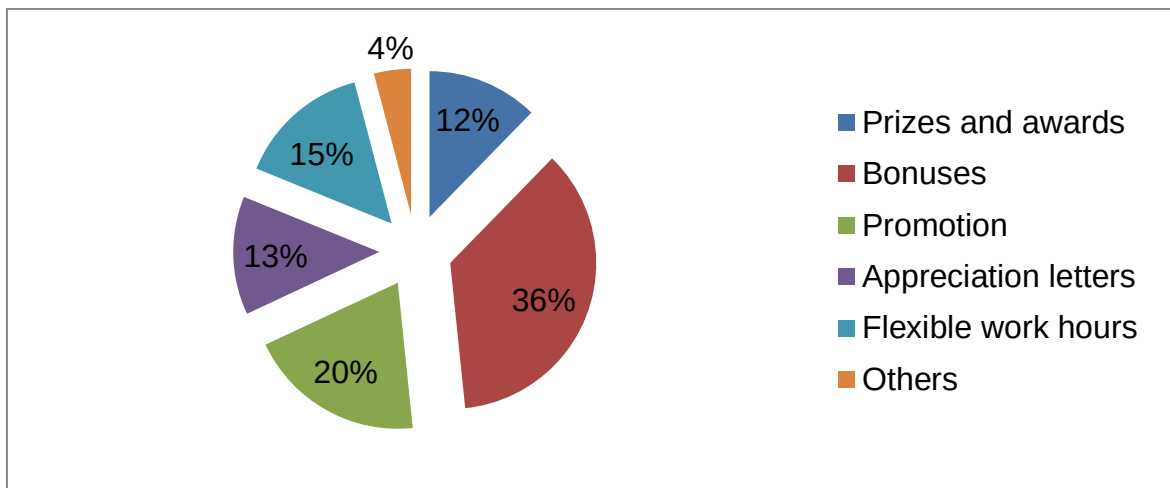


CHART 4.1.21: CHART SHOWING RESPONDENTS MOTIVATION ON THE TYPE OF INCENTIVES

INTERPRETATION

From the above table it is interpreted that 12% of the respondents are motivated by type of incentives such prizes and awards, 36% by bonuses, 20% by promotion, 13% by appreciation letters, 15% by flexible work hours, 4% by others.

INFERENCE

Majority(36%) of the respondents are motivated by type of incentive such as bonuses.

TABLE 4.1.22: TABLE SHOWING RESPONDENTS LEVEL OF SATISFACTION WITH TRAINING AND DEVELOPMENT OPPORTUNITIES PROVIDED BY THE ORGANIZATION.

Particulars	No. of respondents	Percentage
Highly satisfied	36	30%
Satisfied	55	45%
Average	17	14%
Dissatisfied	9	7%
Highly dissatisfied	5	4%
Total	122	100%

Source: Primary data

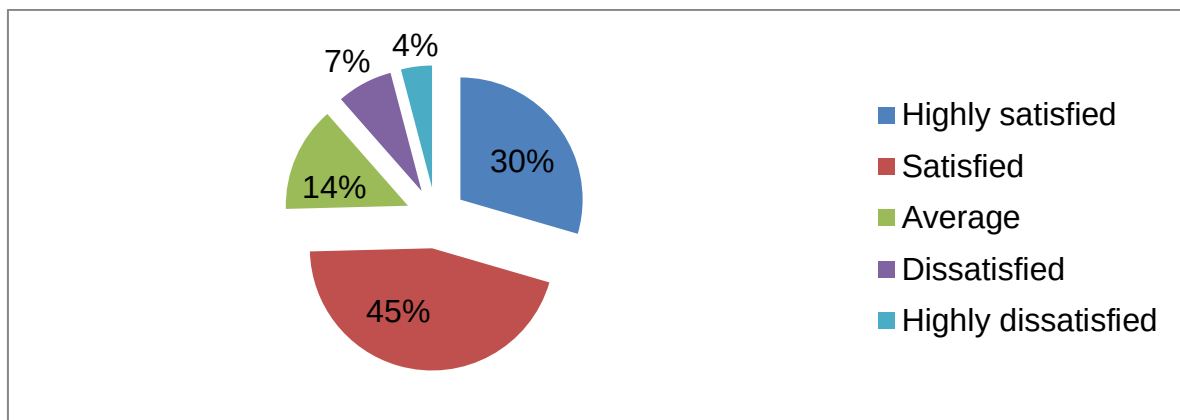


CHART 4.1.22: CHART SHOWING RESPONDENTS LEVEL OF SATISFACTION WITH TRAINING AND DEVELOPMENT OPPORTUNITIES PROVIDED BY THE ORGANIZATION.

INTERPRETATION

From the above table it is interpreted that 30% respondents are highly satisfied with the training and development opportunities provided by the organization, 45% respondents are satisfied, 14% respondents are average, 7% respondents are dissatisfied, 4% respondents are highly dissatisfied.

INFERENCE

Majority (45%) of the respondents are satisfied with the training and development opportunities provided by the organization.

TABLE 4.1.23: TABLE SHOWING RESPONDENTS LEVEL OF SATISFACTION WITH THE SALARY PROVIDED BY THE ORGANIZATION.

Particulars	No. of respondents	Percentage
Highly satisfied	42	34%
Satisfied	51	42%
Average	15	12%
Dissatisfied	10	8%
Highly dissatisfied	4	3%
Total	122	100%

Source: Primary data

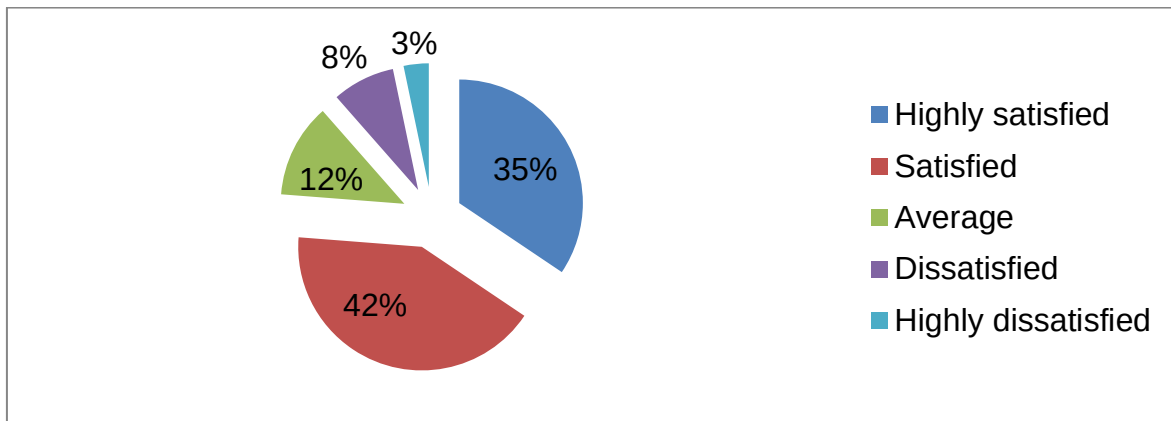


CHART 4.1.23: CHART SHOWING RESPONDENTS LEVEL OF SATISFACTION WITH THE SALARY PROVIDED BY THE ORGANIZATION.

INTERPRETATION

From the above table it is interpreted that 35% respondents are highly satisfied with the salary provided by the organization, 42% respondents are satisfied, 12% respondents are average, 8% respondents are dissatisfied, 3% respondents are highly dissatisfied.

INFERENCE

Majority (42%) of the respondents are satisfied with the salary provided by the organization.

TABLE 4.1.24: TABLE SHOWING RESPONDENTS LEVEL OF SATISFACTION WITH THE INCENTIVES PROVIDED BY THE ORGANIZATION.

Particulars	No. of respondents	Percentage
Highly satisfied	34	28%
Satisfied	57	47%
Average	17	14%
Dissatisfied	9	7%
Highly dissatisfied	5	4%
Total	122	100%

Source: Primary data

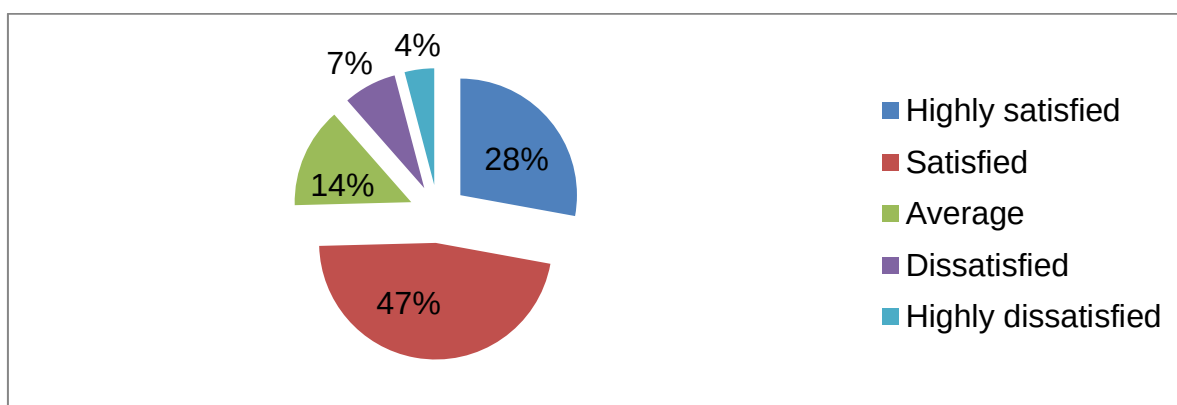


CHART 4.2.24: CHART SHOWING RESPONDENTS LEVEL OF SATISFACTION WITH THE INCENTIVES PROVIDED BY THE ORGANIZATION

INTERPRETATION

From the above table it is interpreted that 28% respondents are highly satisfied with the incentives provided by the organization, 47% respondents are satisfied, 14% respondents are average, 7% respondents are dissatisfied, 4% respondents are highly dissatisfied.

INFERENCE

Majority (47%) of the respondents are satisfied with the incentives provided by the organization.

TABLE 4.1.25: TABLE SHOWING RESPONDENTS LEVEL OF SATISFACTION WITH THE WORKING CULTURE OF THE ORGANIZATION.

Particulars	No. of respondents	Percentage
Highly satisfied	42	34%
Satisfied	51	42%
Average	15	12%
Dissatisfied	9	7%
Highly dissatisfied	5	4%
Total	122	100%

Source: Primary data

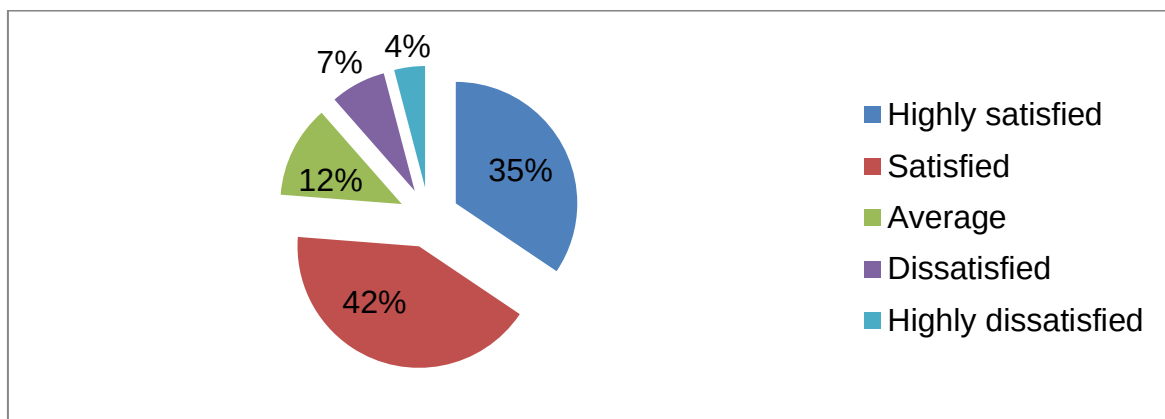


CHART 4.1.25: CHART SHOWING RESPONDENTS LEVEL OF SATISFACTION WITH THE WORKING CULTURE OF THE ORGANIZATION.

INTERPRETATION

From the above table it is interpreted that 35% respondents are highly satisfied with the working culture of the organization, 42% respondents are satisfied, 12% respondents are average, 7% respondents are dissatisfied, 4% respondents are highly dissatisfied.

INFERENCE

Majority (42%) of the respondents are satisfied with the working culture of the organization.

TABLE 4.1.26: TABLE SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “TOP MANAGEMENT IS INTERESTED IN MOTIVATING THE EMPLOYEES”

Particulars	No. of respondents	percentage
Strongly agree	35	29%
Agree	62	51%
Neutral	11	9%
Disagree	9	7%
		4%

Source: Primary data

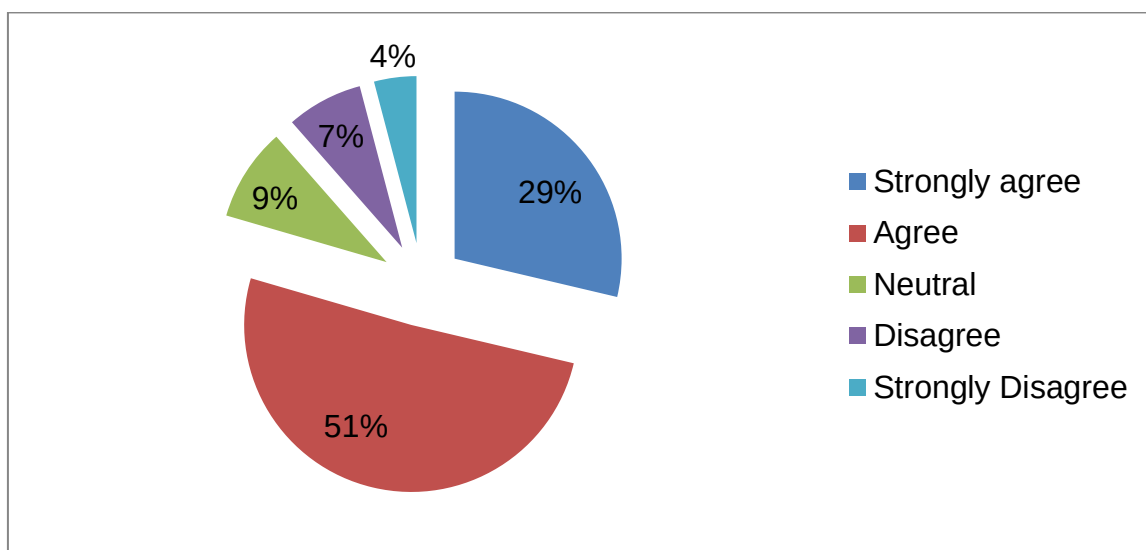


CHART 4.1.26: CHART SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “TOP MANAGEMENT IS INTERESTED IN MOTIVATING THE EMPLOYEES”

INTERPRETATION

From the above table it is interpreted that 29% respondents strongly agree on the statement “Top Management is interested in motivating the employees”, 51% respondents agree, 9% respondents neutral, 7% respondents disagree, 4% disagree

INFERENCE

Majority (51%) of the respondents agree on the statement “Top Management is interested in motivating the employees”

TABLE 4.1.27: TABLE SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “WORKING FOR MY ORGANIZATION HAS ENHANCED MY SELF ESTEEM”

Particulars	No. of respondents	percentage
Strongly agree	44	36%
Agree	54	44%
Neutral	10	8%
Disagree	10	8%

Source: Primary data

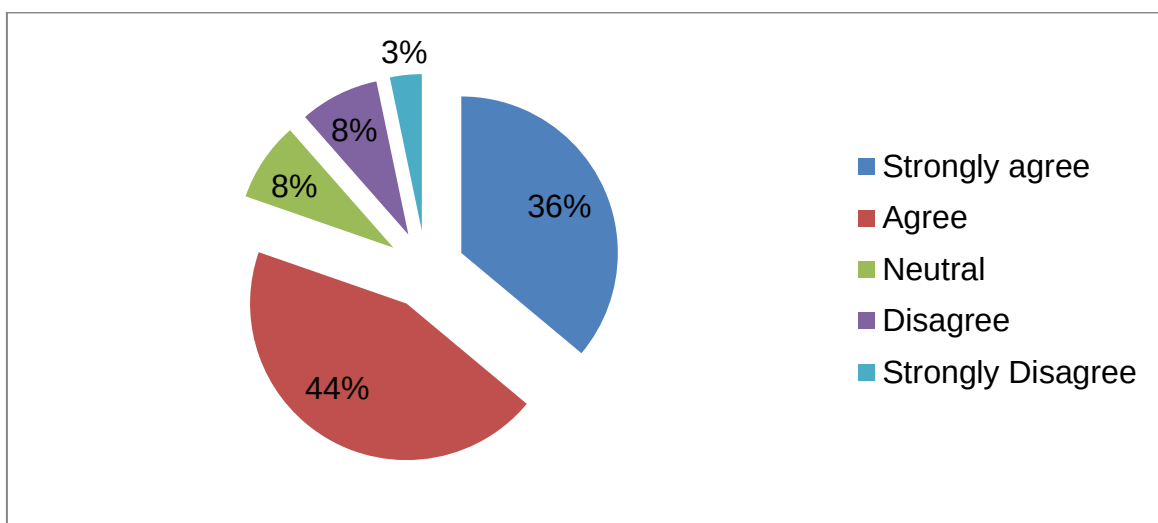


CHART 4.1.27: CHART SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “WORKING FOR MY ORGANIZATION HAS ENHANCED MY SELF ESTEEM”

INTERPRETATION

From the above table it is interpreted that 36% respondents strongly agree on the statement “working for my organization has enhanced my self esteem”, 44% respondents agree, 8% respondents neutral, 8% respondents disagree, 3% disagree

INFERENCE

Majority (44%) of the respondents agree on the statement “working for my organization has enhanced my self esteem”.

TABLE 4.1.28: TABLE SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “I FEEL EMPOWERED WHILE WORKING FOR MY JOB AS IT GIVES ME CONFIDENCE ABOUT MY ABILITIES”

Particulars	No. of respondents	percentage
Strongly agree	35	29%
Agree	62	51%
Neutral	11	9%
Disagree	9	7%

Source: Primary data

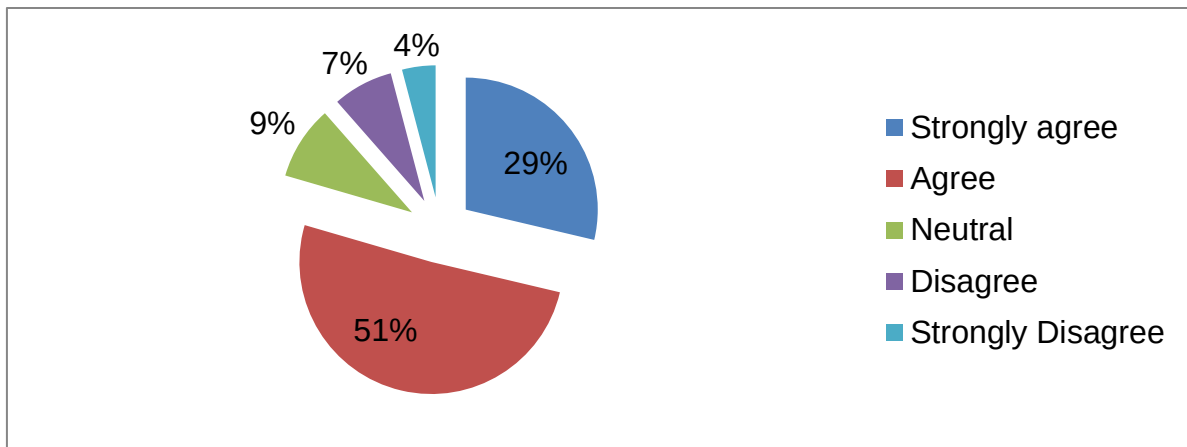


CHART 4.1.28: CHART SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “I FEEL EMPOWERED WHILE WORKING FOR MY JOB AS IT GIVES ME CONFIDENCE ABOUT MY ABILITIES”

INTERPRETATION

From the above table it is interpreted that 29% respondents strongly agree on the statement “I feel empowered while working for my job as it gives me confidence about my abilities”, 51% respondents agree, 9% respondents neutral, 7% respondents disagree, 4% disagree

INFERENCE

Majority 51% of the respondents agree on the statement “I feel empowered while working for my job as it gives me confidence about my abilities”

TABLE 4.1.29: TABLE SHOWING RESPONDENTS OPINION ON EMPLOYEES MUST BE PROVIDED SOCIAL FACILITIES AT THE HIGHEST STANDARDS.

Particulars	No. of respondents	percentage
Very important	37	30%
Important	64	52%
Indecision	7	6%
Unimportant	10	8%
Certainly unimportant	4	3%
Total	122	100%

Source: Primary data

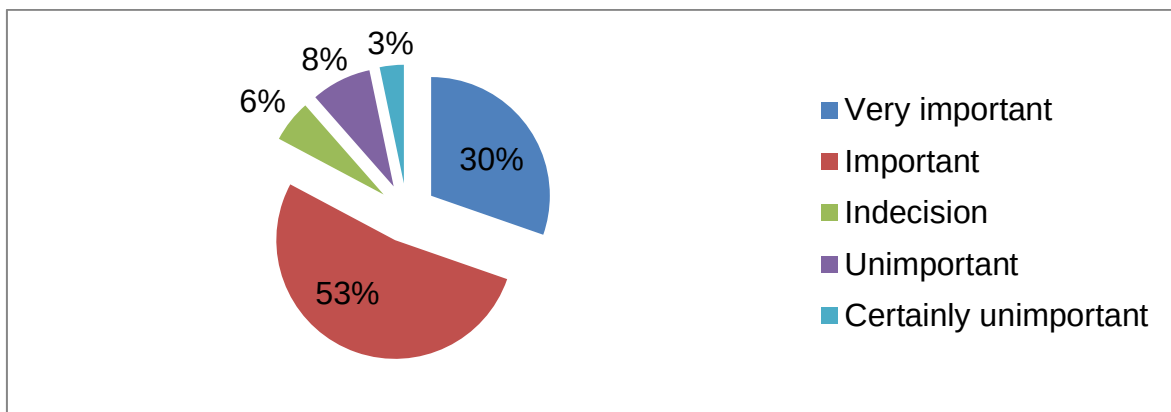


CHART 4.1.29: CHART SHOWING RESPONDENTS OPINION ON EMPLOYEES MUST BE PROVIDED SOCIAL FACILITIES AT THE HIGHEST STANDARDS.

INTERPRETATION

From the above table it is interpreted that 30% respondents says employees must be provided social facilities at the highest standards is very important, 53% respondents says important, 6% respondents says indecision, 8% respondents says unimportant, 3% respondents says certainly unimportant.

INFERENCE

Majority (53%) of the respondents says employees must be provided social facilities at the highest standards is important.

TABLE 4.1.30: TABLE SHOWING RESPONDENTS OPINION ON AMOUNT OF PAYMENT EFFECTS THE MOTIVATION POSITIVELY.

Particulars	No. of respondents	percentage
Very important	44	36%
Important	57	47%
Indecision	7	6%
Unimportant	9	7%
Certainly unimportant	5	4%
Total	122	100%

Source: Primary data

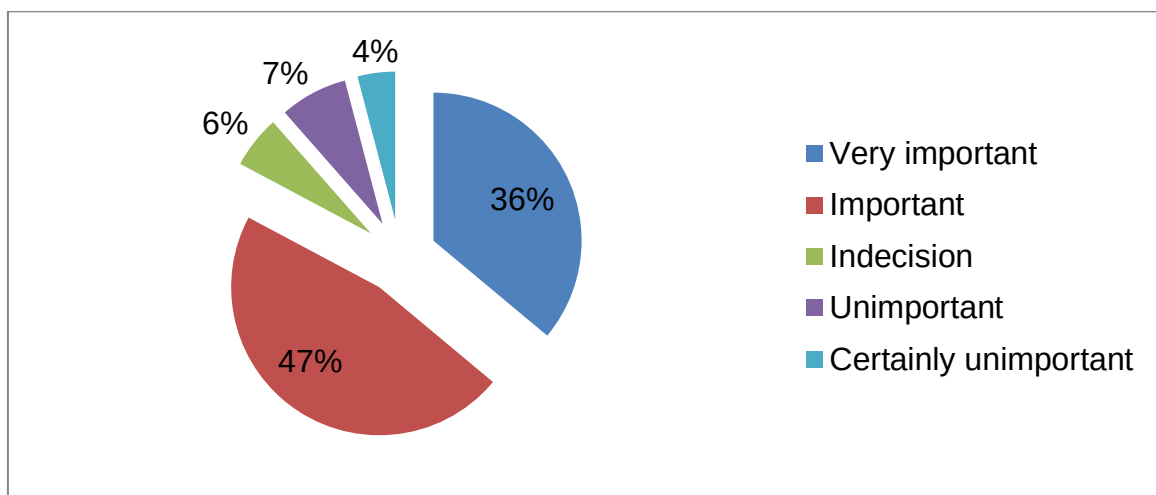


CHART 4.1.30: CHART SHOWING RESPONDENTS OPINION ON AMOUNT OF PAYMENT EFFECTS THE MOTIVATION POSITIVELY.

INTERPRETATION

From the above table it is interpreted that 36% respondents says amount of payment effects the motivation positively is very important, 47% respondents says important, 6% respondents says indecision, 7% respondents says unimportant, 4% respondents says certainly unimportant.

INFERENCE

Majority (47%) of the respondents says amount of payment effects the motivation positively is important

TABLE 4.1.31: TABLE SHOWING RESPONDENTS OPINION ON OPTIMUM TIME OF WORK AFFECTS THE MOTIVATION

Particulars	No. of respondents	percentage
Very important	36	30%
Important	65	53%
Indecision	7	6%
Unimportant	10	8%
Certainly unimportant	4	3%
Total	122	100%

Source: Primary data

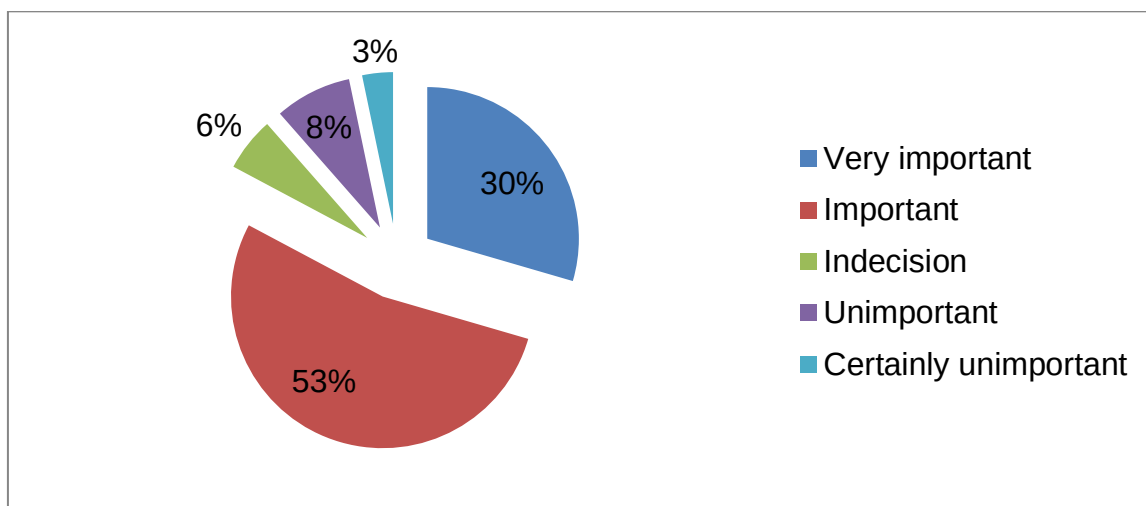


CHART 4.1.31: CHART SHOWING RESPONDENTS OPINION ON OPTIMUM TIME OF WORK AFFECTS THE MOTIVATION

INTERPRETATION

From the above table it is interpreted that 30% respondents says optimum time of work affects the motivation is very important, 53% respondents says important, 6% respondents says indecision, 8% respondents says unimportant, 3% respondents says certainly unimportant.

INFERENCE

Majority (53%) of the respondents says optimum time of work affects the motivation is important.

TABLE 4.1.32: TABLE SHOWING RESPONDENTS OPINION ON REWARDS MOTIVATE EMPLOYEES AT A HIGHER LEVEL.

Particulars	No. of respondents	percentage
Very important	44	36%
Important	57	47%
Indecision	7	6%
Unimportant	9	7%
Certainly unimportant	5	4%
Total	122	100%

Source: Primary data

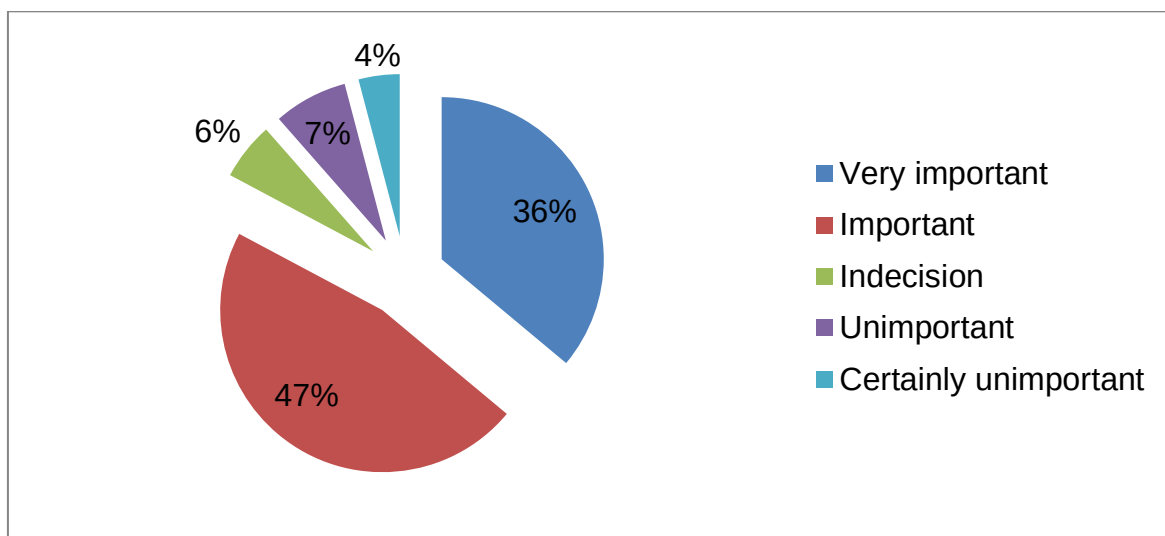


CHART 4.1.32: CHART SHOWING RESPONDENTS OPINION ON REWARDS MOTIVATE EMPLOYEES AT A HIGHER LEVEL.

INTERPRETATION

From the above table it is interpreted that 36% respondents says Rewards motivate employees at a higher level is very important, 47% respondents says important, 6% respondents says indecision, 7% respondents says unimportant, 4% respondents says certainly unimportant.

INFERENCE

Majority (47%) of the respondents says Rewards motivate employees at a higher level is important

TABLE 4.1.33: TABLE SHOWING RESPONDENTS OPINION ON TEAM WORK ADDS MORE TO THE MOTIVATION.

Particulars	No. of respondents	percentage
Very important	36	30%
Important	65	53%
Indecision	7	6%
Unimportant	10	8%
Certainly unimportant	4	3%
Total	122	100%

Source: Primary data

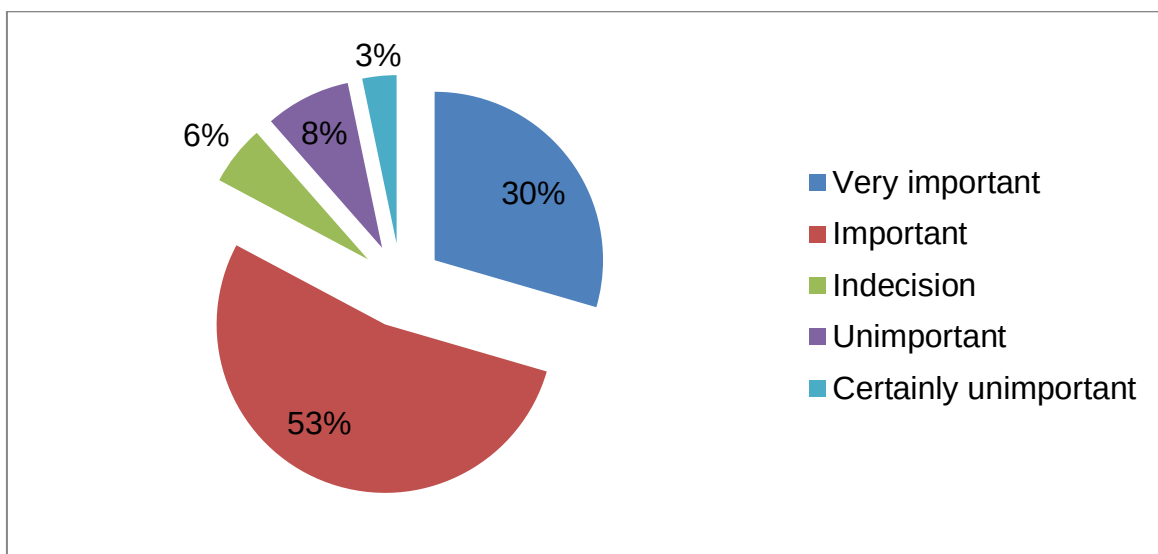


CHART 4.1.33: CHART SHOWING RESPONDENTS OPINION ON TEAM WORK ADDS MORE TO THE MOTIVATION.

INTERPRETATION

From the above table it is interpreted that 30% respondents says Team work adds more to the motivation is very important, 53% respondents says important, 6% respondents says indecision, 8% respondents says unimportant, 3% respondents says certainly unimportant.

INFERENCE

Majority (53%) of the respondents says Team work adds more to the motivation is important.

TABLE 4.1.34: TABLE SHOWING RESPONDENTS OPINION ON INCENTIVES AND OTHER BENEFITS INFLUENCE THEIR PERFORMANCE.

Particulars	No. of respondents	Percentage
Influence	100	82%
Does not influence	4	3.20%
No opinion	18	14.80%
Total	122	100%

Source : primary data

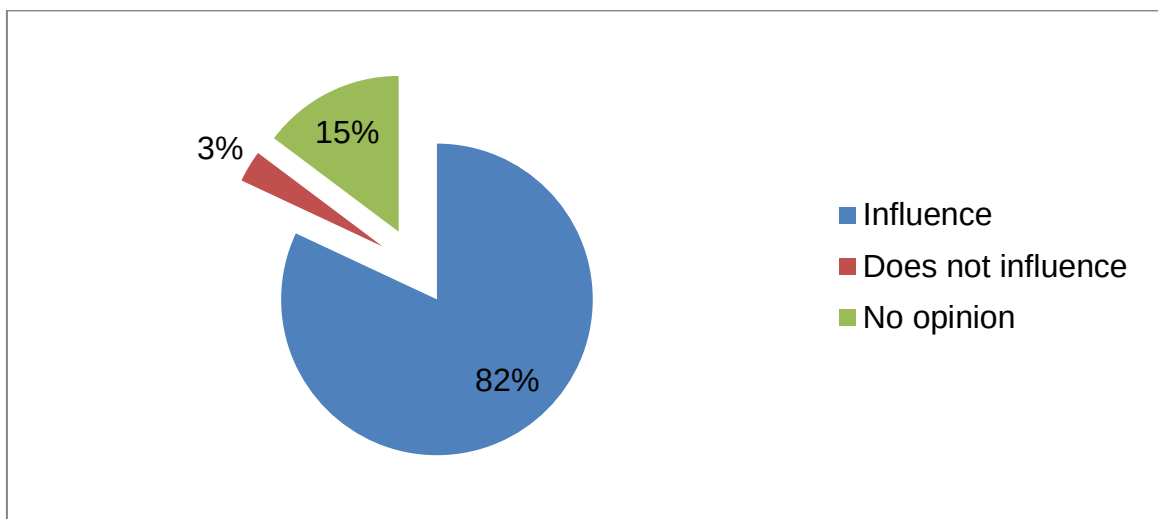


CHART 4.1.34: CHART SHOWING RESPONDENTS OPINION ON INCENTIVES AND OTHER BENEFITS INFLUENCE THEIR PERFORMANCE

INTERPRETATION

From the above table it is interpreted that 82% of the respondents are influenced by the incentives and other benefits at work, 3% says not influenced, 15% has no opinion

INFERENCE

Majority (82%) of the respondents are influenced by the incentives and other benefits at work

TABLE 4.1.35: TABLE SHOWING RESPONDENTS OPINION ON HAVE THERE BEEN CHANGES IN THE COMPANY THAT HAVE AFFECTED THEIR MOTIVATION

Particulars	No. of respondents	Percentage
Yes	96.014	78.70%
No	10.004	8.20%
May be	15.982	13.10%
TOTAL	122	100.00%

Source : primary data

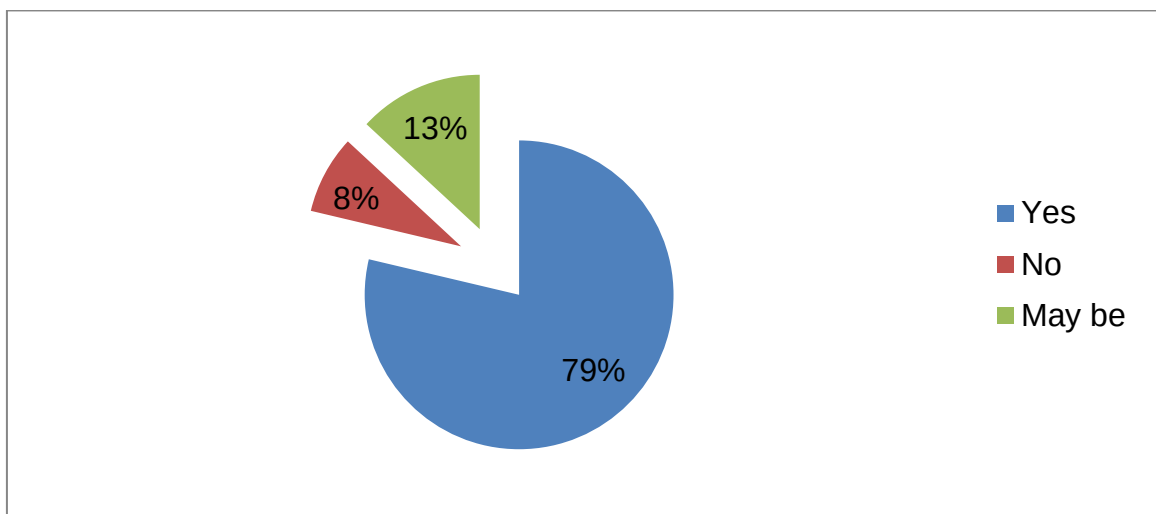


CHART 4.1.35: CHART SHOWING RESPONDENTS OPINION ON HAVE THERE BEEN CHANGES IN THE COMPANY THAT HAVE AFFECTED THEIR MOTIVATION

INTERPRETATION

From the above table it is interpreted that 79% of the respondents says there have been changes in the company that have affected their motivation, 8% of the respondents says there have been no changes in the company that have affected their motivation, 13% of the respondents says there may be changes in the company that have affected their motivation.

INFERENCE

Majority(79%) of the respondents says there have been changes in the company that have affected their motivation.

TABLE 4.1.36: TABLE SHOWING RESPONDENTS OPINION TO MOTIVATE STAFF AT ORGANIZATION

particulars	No. of respondents	Percentage
Appropriate remuneration to reward high performance	21	17.10%
Introduction of challenging but interesting job schedule	8	6.70%
Career path- goal should be well defined and vigorously pursued	24	19.90%
Be fair	31	25.40%
Ensure a healthy work life balance	25	20.20%
Others	13	10.60%
Total	122	100%

Source : primary data

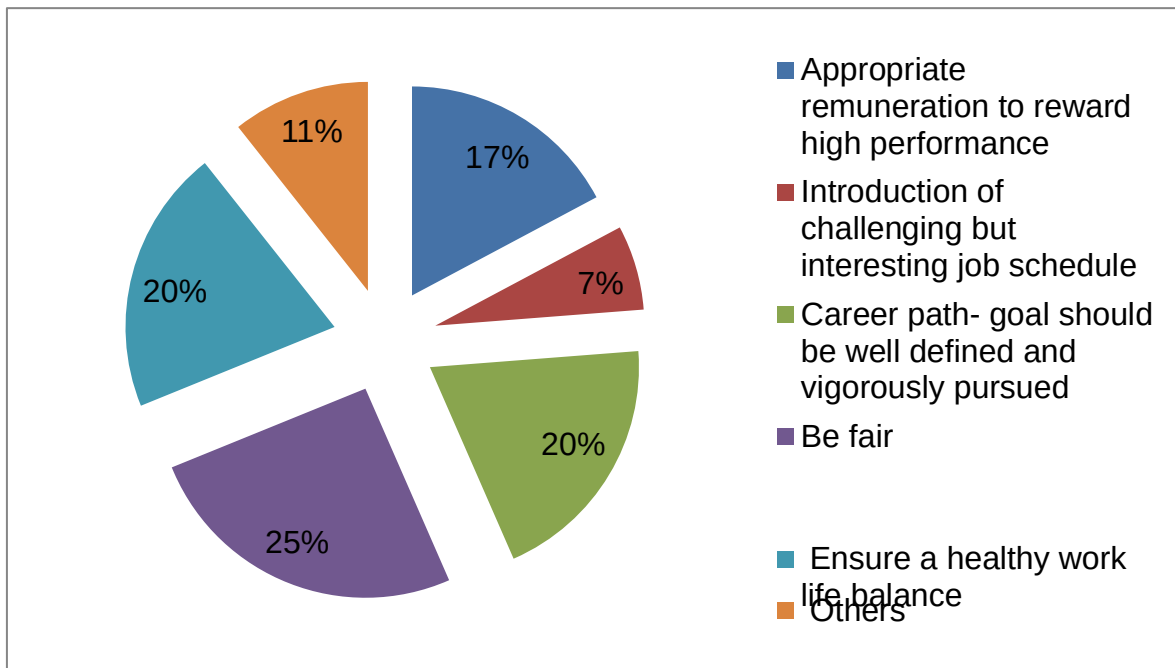


CHART 4.1.36: CHART SHOWING RESPONDENTS OPINION TO MOTIVATE STAFF AT ORGANIZATION

INTERPRETATION

From the above table it is interpreted that 17% respondents says there should be appropriate remuneration to reward high performance to motivate staff at organization, 7% respondents says there should be introduction of challenging but interesting job schedule, 20% respondents says there should be career path i.e goal should be well defined and vigorously pursued, 25% respondents says everything should be fair at work, 20% respondents says there should be healthy work life balance, 11% respondents says others

INFERENCE

Majority (25%) of the respondents says everything should be fair at work to motivate staff at organization.

4.2 CHI-SQUARE

TABLE 4.2.1: TABLE SHOWING CHI-SQUARE TEST OF AGE OF THE RESPONDENTS AND PROMOTION

Hypothesis:

H0: There is no significant difference between age of the respondents and promotion.

H1: There is significant difference between age of the respondents and promotion

Select your age * Kindly select the each factor of motivation you consider the most important that would influence performance at work.. [Promotion]
Crosstabulation

Expected Count

		Kindly select the each factor of motivation you consider the most important that would influence performance at work.. [Promotion]					
		Above average	Average	Below average	Excellent	Good	Total
Select your age	18-24	5.3	4.0	1.6	12.5	14.6	38.0
	25-34	8.8	6.7	2.6	20.7	24.3	63.0
	35-44	2.5	1.9	.7	5.9	6.9	18.0
	Above 45	.4	.3	.1	1.0	1.2	3.0
Total		17.0	13.0	5.0	40.0	47.0	122.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	33.018 ^a	12	.001
Likelihood Ratio	31.403	12	.002
N of Valid Cases	122		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .12.

INTERPRETION

From the result it is interpreted that sig (2-tailed) value is .001 which is less than 0.05. So H_0 is rejected and H_1 is accepted. There is significant difference between age of the respondents and Promotion

TABLE 4.2.2: TABLE SHOWING CHI-SQUARE TEST OF AGE OF THE RESPONDENTS AND MOTIVATIONAL TALKS

Hypothesis:

H_0 : There is no significant difference between age of the respondents and motivational talks

H_1 : There is significant difference between age of the respondents and motivational talks

Select your age * Kindly select the each factor of motivation you consider the most important that would influence performance at work.. [Motivational talks]

Crosstabulation

Expected Count

		Kindly select the each factor of motivation you consider the most important that would influence performance at work.. [Motivational talks]					
		Above average	Average	Below average	Excellent	Good	Total
Select your age	18-24	5.0	4.0	1.6	12.1	15.3	38.0
	25-34	8.3	6.7	2.6	20.1	25.3	63.0
	35-44	2.4	1.9	.7	5.8	7.2	18.0
	Above 45	.4	.3	.1	1.0	1.2	3.0
Total		16.0	13.0	5.0	39.0	49.0	122.0

Chi-Square Tests			
	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	34.567 ^a	12	.001
Likelihood Ratio	34.183	12	.001
N of Valid Cases	122		

a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .12.

INTERPRETION

From the result it is interpreted that sig (2-tailed) value is .001 which is less than 0.05. So H_0 is rejected and H_1 is accepted. There is significant difference between age of the respondents and motivational talks

4.3 ANOVA

TABLE 4.3.1: TABLE SHOWING ANOVA ANALYSIS OF GENDER OF THE RESPONDENTS AND THEIR VIEW ON INTRINSIC MOTIVATION SUCH AS WORKING IN MY ORGANIZATION GIVES ME RECOGNITION AND RESPECT FROM THE COMMUNITY

Hypothesis:

H0: There is no significant difference between gender of the respondents and their view on intrinsic motivation such as working in my organization gives me recognition and respect from the community

H1: There is significant difference between gender of the respondents and their view on intrinsic motivation such as working in my organization gives me recognition and respect from the community

Descriptives

select your gender

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Agree	62	1.32	.471	.060	1.20	1.44	1	2
Disagree	10	1.10	.316	.100	.87	1.33	1	2
Strongly Agree	36	1.53	.506	.084	1.36	1.70	1	2
Strongly Disagree	5	1.60	.548	.245	.92	2.28	1	2
Undecided	9	1.00	.000	.000	1.00	1.00	1	1
Total	122	1.35	.480	.043	1.27	1.44	1	2

ANOVA

select your gender

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.224	4	.806	3.830	.006
Within Groups	24.621	117	.210		
Total	27.844	121			

INTERPRETATION

From the result it is interpreted that the significance level is .006, which is less than 0.05. So H0 is rejected and H1 is accepted. There is significant difference between gender of the respondents and their view on intrinsic motivation such as working in my organization gives me recognition and respect from the community

TABLE 4.3.2: TABLE SHOWING ANOVA ANALYSIS OF GENDER OF THE RESPONDENTS AND THEIR VIEW ON EXTRINSIC MOTIVATION SUCH AS SALARY PAYMENT ARE PROMPT AND ON TIME

Hypothesis:

H0: There is no significant difference between gender of the respondents and their view on extrinsic motivation such as salary payment are prompt and on time

H1: There is significant difference between gender of the respondents and their view on extrinsic motivation such as salary payment are prompt and on time

Descriptives

select your gender

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Agree	58	1.29	.459	.060	1.17	1.41	1	2
Disagree	10	1.10	.316	.100	.87	1.33	1	2
Strongly agree	40	1.55	.504	.080	1.39	1.71	1	2
Strongly disagree	5	1.60	.548	.245	.92	2.28	1	2
Undecided	9	1.00	.000	.000	1.00	1.00	1	1
Total	122	1.35	.480	.043	1.27	1.44	1	2

ANOVA

select your gender

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.827	4	.957	4.661	.002
Within Groups	24.017	117	.205		
Total	27.844	121			

INTERPRETATION

From the result it is interpreted that the significance level is .002, which is less than 0.05. So H0 is rejected and H1 is accepted. There is significant difference between gender of the respondents and their view on extrinsic motivation such as salary payment are prompt and on time

CHAPTER-5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- 1) It is found that 65% of the respondents are female.
- 2) It is found that 52% of the respondents fall in the age category of 25 to 34 years.
- 3) It is found that 33% of the respondents are graduate.
- 4) It is found that 71% of the respondents is married.
- 5) It is found that 51% of the respondents working year is 5 to 10 years
- 6) It is found that 98% of the respondents are aware of the company's mission and vision
- 7) It is found that 30% respondents are motivated to join the organization is for good salary.
- 8) It is found that 50% respondents says motivation level at their organization is good.
- 9) It is found that 20% of the respondents says achieving my target at work motivates most at work.
- 10) It is found that salary increase, promotion, leave, motivational talks, Recognition, Job satisfaction, Training and development opportunities are considered as the good motivational factor.
- 11) It is found that 48% of the respondents agreed with the intrinsic motivation such as Working in my organization gives me a great deal of job satisfaction
- 12) It is found that 47% of the respondents agreed with the intrinsic motivation such as The challenging nature of work in my organization has kept me in the profession
- 13) It is found that 51% of the respondents agreed with the intrinsic motivation such as Working in my organization gives me recognition and respect from the community
- 14) It is found that 46% of the respondents agreed with the intrinsic motivation such as The responsibilities I perform at my organization

gives a sense of control over others

- 15) It is found that 54% of the respondents find intrinsic motivators affect their working morale to small extent.
- 16) It is found that 50% of the respondents agreed with the extrinsic motivation such as I am paid a salary that is enough to cater for my basic needs
- 17) It is found that 48% of the respondents agreed with the extrinsic motivation such as The organization provides me free accommodation/allowance for accommodation
- 18) It is found that 50% of the respondents agreed with the extrinsic motivation such as I get free meals at my organization
- 19) It is found that 48% of the respondents agreed with the extrinsic motivation such as Salary payments are prompt & on time
- 20) It is found that 55% of the respondents find extrinsic motivators affect their working morale to small extent
- 21) It is found that 36% of the respondents are motivated by type of incentive such as bonuses.
- 22) It is found that 45% of the respondents are satisfied with the training and development opportunities provided by the organization.
- 23) It is found that 42% of the respondents are satisfied with the salary provided by the organization.
- 24) It is found that 47% of the respondents are satisfied with the incentives provided by the organization
- 25) It is found that 42% of the respondents are satisfied with the working culture of the organization.
- 26) It is found that 51% of the respondents agree on the statement "Top Management is interested in motivating the employees"
- 27) It is found that 44% of the respondents agree on the statement "working for my organization has enhanced my self esteem"
- 28) It is found that 51% of the respondents agree on the statement "I feel empowered while working for my job as it gives me confidence about my abilities"
- 29) It is found that 53% of the respondents says employees must be provided social facilities at the highest standards is important

- 30) It is found that 47% of the respondents says amount of payment effects the motivation positively is important
- 31) It is found that 53% of the respondents says optimum time of work affects the motivation is important.
- 32) It is found that 47% of the respondents says Rewards motivate employees at a higher level is important
- 33) It is found that 53% of the respondents says Team work adds more to the motivation is important
- 34) It is found that 82% of the respondents are influenced by the incentives and other benefits at work
- 35) It is found that 79% of the respondents says there have been changes in the company that have affected their motivation
- 36) It is found that 25% of the respondents says everything should be fair at work to motivate staff at organization

5.2 SUGGESTIONS

- The organization should focus a little on the job security, working conditions, pay and benefits to motivate employees to join the organization.
- Company need to concentrate on motivational factors such as salary increase, promotion, leave, motivational talks, recognition, job satisfaction, training and development opportunities that would influence performance at work
- Intrinsic and extrinsic motivation tools as well as new motivators should be introduced to enable employees to be motivated and keep their morale and performance at high level.
- Appropriate remuneration to reward high performance, introduction of challenging but interesting job schedule , career path should be well defined and vigorously pursued , being fair , ensuring a healthy work life balance all these should be done to motivate staff at organization.
- Skills of the employees should be appreciated.
- Organization should focus on incentives such as bonuses, prizes and awards, appreciation letters, flexible work hours etc to motivate employees at work.
- The organization in consultation with employees should discuss and set up appropriate motivation tools. This will not only ensure that employees are working well but will also in many ways minimize disagreements between management and workers in the performance standards.

5.3 CONCLUSION

Motivation is a powerful energy that drives and excites employees, which results in their maximum contribution. Setting and achieving goals, clear expectations, recognition, feedback, as well as encouraging management all contribute to an increase in workplace motivation. It flourishes in a positive work environment, which is why so many leaders want to learn new ways to motivate their workforce. Motivation is a driving factor for actions, willingness, and goals. Motivation is derived from the word motive, or a need that requires satisfaction. These needs, wants or desires may be acquired through influence of culture, society, lifestyle, or may be generally innate. An individual's motivation may be inspired by outside forces (extrinsic motivation) or by themselves (intrinsic motivation). The difference between intrinsic motivation and extrinsic motivation depends on the actions behind it. Intrinsic motivation has to do with having an internal desire to perform a task and extrinsic motivation has to do with performing a task in order to receive some kind of reward. According to research, intrinsic motivation has more beneficial outcomes than extrinsic motivation. Motivation has been considered one of the most important reasons to move forward. Motivation results from the interaction of both conscious and unconscious factors. Mastering motivation to allow sustained and deliberate practice is central to high levels of achievement.

This study was undertaken to understand the effectiveness of motivational factors among employees. It is concluded that motivation can be achieved through both intrinsic and extrinsic motivators. Without such motivators employees do not concentrate on the performance when they are at the work place. Therefore, management should concentrate on providing better motivators in order to enhance productivity of the organization as well as to increase the profitability of the company which ultimately leads to better economic development of the country directly or indirectly.

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APPENDIX – I (QUESTIONNAIRE)

1) Kindly mention your name please

_____.

2) Select your gender

- ☐ Female
- ☐ Male

3) Select your age

- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ Above 54

4) Select your highest qualification

- ☐ High school
- ☐ Diploma
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Ph.D. or higher
- ☐ Others

- 5) select your marital status
- Married
 - Unmarried
- 6) How long you have been working in this organization?
- 0-5 years
 - 5-10 years
 - 10-15 years
 - More than 15 years
- 7) Are you aware of the company's mission and vision?
- Yes
 - No
- 8) What motivated you to join this organization?
- Job security
 - Good salary
 - No job alternative
 - Good working conditions
 - company policies
 - Pay and benefits
 - Other

9) How would you rate your level of motivation at your organization?

- ☐ Very good
- ☐ Good
- ☐ Undecided
- ☐ Low
- ☐ Very low

10) What motivates you most at work?

- ☐ Appreciation at work by my boss and others
- ☐ Understanding my colleagues
- ☐ Developing a good working relationship with colleagues
- ☐ Achieving my targets at work
- ☐ Sharing creativity with others
- ☐ Working under pressure
- ☐ When faced with different challenges at work
- ☐ Others

11) Kindly select the each factor of motivation you consider the most important that would influence performance at work.

Particulars	Excellent	Good	Above average	Average	Below average
Salary increase					
Promotion					
Leave					
Motivational talks					

Recognition					
Job satisfaction					
Training and development opportunities					

12) For each of the following statement about intrinsic motivation, please select the extent to which you agree

Particulars	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Working in my organization gives me a great deal of job satisfaction					
The challenging nature of work in my organization has kept me in the profession					
Working in my organization gives me recognition and respect from the community					
The responsibilities I perform at my organization gives a sense of control over others.					

13) To what extent have the intrinsic motivators increased your morale to perform your responsibilities

- To big extent
- To small extent
- Not at all

14) For each of the following statement about extrinsic motivation, please select the extent to which you agree

Particulars	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
I am paid a salary that is enough to cater for my basic needs					
The organization provides me free accommodation/allowance for accommodation					
I get free meals at my organization					
Salary payments are prompt & on time					

15) To what extent have the extrinsic motivators increased your morale to perform your responsibilities

- To big extent
- To small extent
- Not at all

16) Which type of incentives motivates you more?

- Prizes and awards
- Bonuses
- Promotion
- Appreciation letters
- Flexible work hours
- Others

17) Please record your level of satisfaction in the following cases

Particulars	Highly satisfied	Satisfied	Average	Dissatisfied	Highly dissatisfied	Total
How far you are satisfied with training and development opportunities provided by the organization?						
How far you are satisfied with the salary provided to you by the organization?						
How far you are satisfied with the incentives provided by the organization?						
Rate your level of satisfaction with the working culture of the organization						

18) Please indicate your level of agreement for the below statements

Particulars	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Rate the statement "Top Management is interested in motivating the employees"					
Working for my organization has enhanced my self esteem.					
I feel empowered while working for my job as it gives me confidence about my abilities.					

19) Kindly rate according to which you consider the most important?

Particulars	1(very important)	2(important)	3(indecision)	4(unimportant)	5(certainly unimportant)
Employees must be provided social facilities at the highest standards.					
Amount of payment effects the motivation positively					
Optimum time of work affects the motivation.					
Rewards motivate employees at a higher level.					

Team work adds more to the motivation					
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20) Do you think that incentives and other benefits will influence your performance?

- ☐ Influence
- ☐ Does not influence
- ☐ No opinion

21) Have there been changes in the company that have affected your motivation?

- ☐ Yes
- ☐ No
- ☐ May be

22) In your opinion, what can be done to motivate staff at the organization

- ☐ Appropriate remuneration to reward high performance
- ☐ Introduction of challenging but interesting job schedule
- ☐ Career path- goal should be well defined and vigorously pursued
- ☐ Be fair
- ☐ Ensure a healthy work life balance
- ☐ Others

APPENDIX – II (ARTICLE)

A STUDY ON EFFECTIVENESS OF MOTIVATIONAL FACTORS AMONG EMPLOYEES IN MANUFACTURING INDUSTRY

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ABSTRACT

Employee motivation is very much important in every organization. There are several factors that can motivate employees at work. Good motivators at work place increases employees satisfaction level and encourage them to work hard for the productivity and profitability of the company. The purpose of the study is to analyse the effectiveness of motivational factors among employees in manufacturing industry. The data required for the study has been collected from the employees through questionnaires. Analysis and interpretation has been done by using the statistical tools such as chi-Square and Anova, percentage analysis is done and data's are presented through tables and charts.

Key Words- Motivation, Satisfaction, Productivity

INTRODUCTION

Motivations are energizing factors. Employees would be more committed to their work if they are motivated well. To perform at their best at work place most workers need motivation. Some employees are motivated by money, while others are motivated by recognition and incentives. Employees efficiency is directly influenced by motivation levels in the workplace. Salary, training, promotions, appreciations, working hours, and communication can all be described as important factors influencing employee motivation. However, there is no clear understanding of the factors that are most beneficial to the manufacturing industry. Long hours working in a factory, high work pressure, low appreciation, poor recognition, poor safety, on the other hand, can lead to demotivation at work.

Therefore, knowing motivating factors is essential for manufacturing industry looking to motivate workers and boost productivity

REVIEW OF LITERATURE

According to **Muogbo U.S. (2013)**, there is a connection between employee engagement and organizational success. Extrinsic encouragement provided to employees in an organization has a major impact on their performance, according to the report.

Stephen A. Furlich (2016) explores workers perceptions of performance incentives and motivation by better understanding contact with their supervisors. He concentrated on various aspects of communication, including communication patterns, preferences, communication experience, and communication outcomes. These communication techniques are also used in the social sciences in general.

According to **Naim Ismajli (2015)**, worker's wage, career development, and promotion opportunities are among the most significant motivators. Job environments, as well as the estimation and objective assessment of performance measurement, are other significant factors revealed by the report.

According to **Mahazril et al. (2012)**, rewards, acknowledgement, and communication, can encourage them to work. Recognition improves employee morale and efficiency at work, whether it is a first-time performance or a repetitive activity over time, and eventually strengthens the employees actions.

Hafiza et al. (2011) discovered that employee performance is influenced by a variety of factors, including training and growth opportunities, working conditions and incentives is considered as one of the most important factors that influence employee success.

OBJECTIVE OF THE STUDY

Primary objective:

- To determine the factors that drive employee motivation.

Secondary objective:

- To identify employee's opinion on motivational factors .
- To assess the level of motivation to perform among employees
- To study about the level of satisfaction of employees towards the motivational factors
- To determine the employee's view about intrinsic and extrinsic motivation factors.

RESEARCH METHODOLOGY

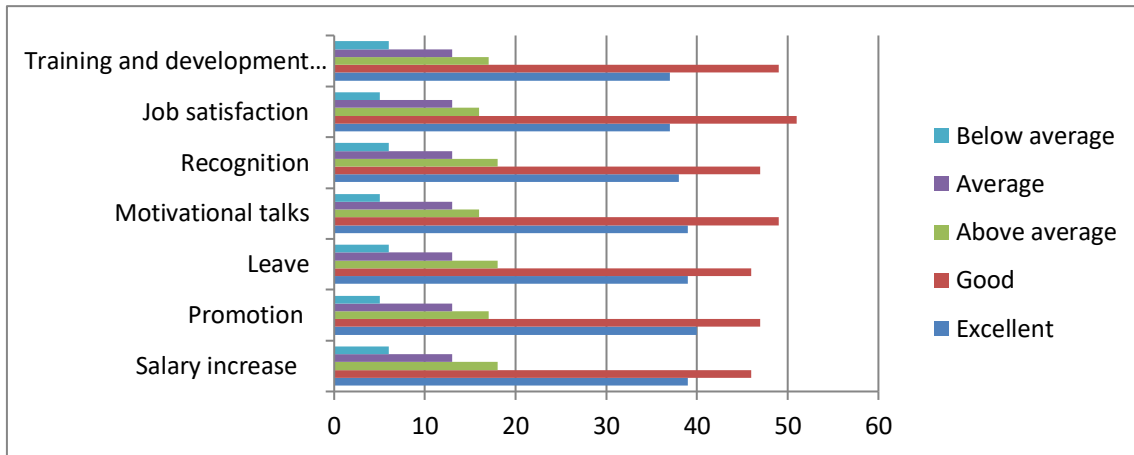
Descriptive research design is carried out in this study. The sampling technique adopted in the study was convenient sampling method. Both primary and secondary data are used in this study. Primary data were collected directly from the respondents through questionnaire and secondary data were collected from the published records, journals and websites. A sample size of 122 employees has been taken in this study. Tools used for analysis are simple percentage analysis, bar chart, pie chart, Chi-Square test in SPSS tool, Anova in SPSS tool.

DATA ANALYSIS

I. Respondents opinion on motivational factors

Particulars	Excellent	Good	Above average	Average	Below average	Total
Salary increase	39	46	18	13	6	122
Promotion	40	47	17	13	5	122
Leave	39	46	18	13	6	122
Motivational talks	39	49	16	13	5	122
Recognition	38	47	18	13	6	122
Job satisfaction	37	51	16	13	5	122
Training and development	37	49	17	13	6	122

Source: Primary data



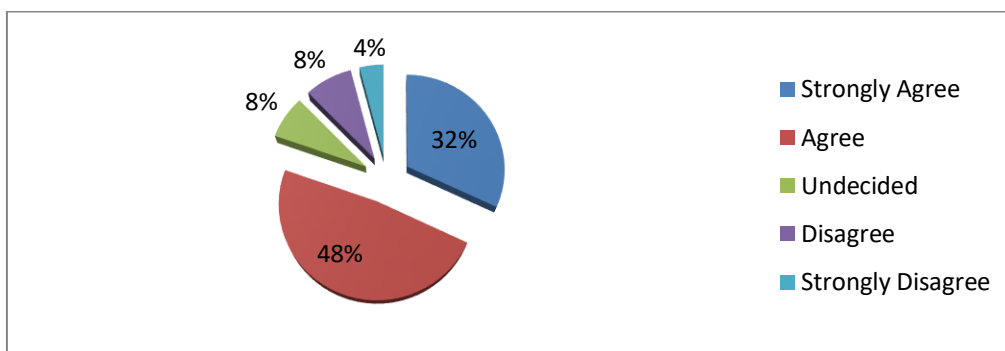
INFERENCE

It is found that salary increase, promotion, leave, motivational talks, Recognition, Job satisfaction, Training and development opportunities are considered as the good motivational factor

II. Respondents view's on intrinsic motivation such as Working in my organization gives me a great deal of job satisfaction.

Particulars	No. of respondents	percentage
Strongly Agree	39	32%
Agree	59	48%
Undecided	9	7%
Disagree	10	8%
Strongly Disagree	5	4%
Total	122	100%

Source: Primary data.



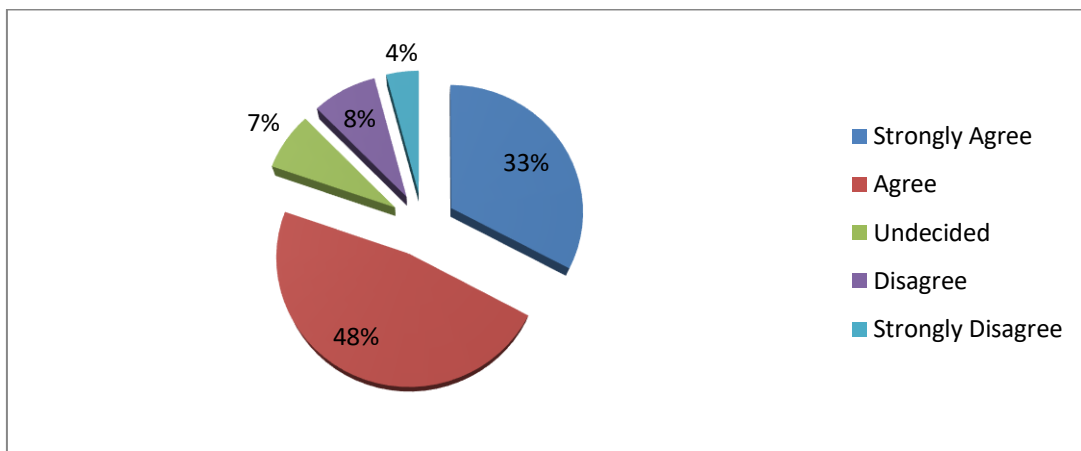
INFERENCE

Majority (48%) of the respondents agreed with the intrinsic motivation such as Working in my organization gives me a great deal of job satisfaction.

III. Respondents view's on extrinsic motivation such as Salary payments are prompt & on time.

Particulars	No. of respondents	percentage
Strongly Agree	40	33%
Agree	58	48%
Undecided	9	7%
Disagree	10	8%
Strongly Disagree	5	4%
Total	122	100%

Source: Primary data



INFERENCE

Majority (48%) of the respondents agreed with the extrinsic motivation such as Salary payments are prompt & on time

CHI-SQUARE

IV. Table showing Chi-square test of age of the respondents and Promotion

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	33.018 ^a	12	.001
Likelihood Ratio	31.403	12	.002
N of Valid Cases	122		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .12.

INTERPRETION

According to the result, the sig (2-tailed) value is .001 which is less than 0.05. H₀ is rejected and H₁ is accepted. There is significant difference between age of the respondents and Promotion

ANOVA

- V. Table showing Anova analysis of gender of the respondents and their view on intrinsic motivation such as working in my organization gives me recognition and respect from the community

ANOVA

select your gender

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.224	4	.806	3.830	.006
Within Groups	24.621	117	.210		
Total	27.844	121			

INTERPRETATION

According to result, the significance level is .006, which is less than 0.05. So H₀ is rejected and H₁ is accepted. There is significant difference between gender of the respondents and their view on intrinsic motivation such as working in my organization gives me recognition and respect from the community

- VI. Table showing anova analysis of gender of the respondents and their view on extrinsic motivation such as salary payment are prompt and on time

ANOVA

select your gender

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.827	4	.957	4.661	.002
Within Groups	24.017	117	.205		
Total	27.844	121			

INTERPRETATION

According to the result, the significance level is .002, which is less than 0.05. So H0 is rejected and H1 is accepted. There is significant difference between gender of the respondents and their view on extrinsic motivation such as salary payment are prompt and on time.

FINDINGS

- It is found that most of the respondents are female.
- It is found that most of the respondents fall in the age category of 25 to 34 years.
- It is found that most of the respondents working year is 5 to 10 years.
- It is found that salary increase, promotion, leave, motivational talks, recognition, job satisfaction, training and development opportunities are considered as the good motivational factor.
- It is found that majority of the respondents agree with intrinsic motivation such as working in my organization gives me a great deal of job satisfaction.
- It is found that majority of the respondents also agree with extrinsic motivation such as salary payments are prompt & on time.
- It is found that most of the respondents are motivated by type of incentives such as bonuses.

SUGGESTIONS

- The organization should focus a little on the job security, working conditions, pay and benefits to motivate employees to join the organization.
- Company need to concentrate on motivational factors such as salary increase, promotion, leave, motivational talks, recognition, job satisfaction, training and development opportunities that would influence performance at work
- Organization should focus on incentives such as bonuses, prizes and awards, appreciation letters, flexible work hours etc to motivate employees at work.

- To keep workers motivated and their performance high new motivation tools should be implemented.

CONCLUSION

Employees are motivated by a powerful energy that drives and excites them, resulting in their maximum contribution. Setting and achieving goals, having clear expectations, receiving recognition and feedback, and encouraging management all help to boost workplace motivation. It thrives in a positive work environment, which is why so many business leaders are looking for new ways to motivate their employees

This study was undertaken to understand the effectiveness of motivational factors among employees. It is concluded that both intrinsic and extrinsic motivators can be used to gain motivation. Employees do not focus on their results while they are at work if they do not have such motivators. Therefore, management should focus on providing better motivators in order to improve organizational efficiency and profitability, which in turn contributes to better economic growth of the country, either directly or indirectly.

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