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## **A Study on Employee Motivation with Special Reference to Private Beer company in Pondicherry**

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### **Abstract**

The purpose of this paper is to identify the factors that effects employee motivation and examining the relationship between organizational effectiveness and employee motivation. A model was designed based on the literature, linking factors of employee motivation with employee motivation and organizational effectiveness. Three hypotheses were build based on the literature and the model and were tested in perspective of the previous studies and literature. Empowerment and recognition have positive effect on employee motivation & training . More the empowerment and recognition of employees in an organization is increased. More will their motivation to work will enhance. Also there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motive to tasks accomplishment higher will the organizational performance and success. The study focuses



on the practice and observance the two central factors, empowerment and employee recognition for enhancing employee motivation which leads to organizational effectiveness of the training program. The organizations should design their rules, policies and organizational structures that give space to the employee to work well and appreciate them on their tasks fulfillment and achievements. This will surely lead to organizational growth.

**Key words;** motivation, relationship, build, empowerment, effectiveness, structures,

### 1.1 Introductions

Employee needs to be motivated constantly to keep the level of performance high. The key to human resource motivation is that their contribution to the organization must be recognized. The assessment of how successfully employees have individual goals becomes critical part of Human Resource Management (HRM). This leads us to the topic of effectiveness of employee motivation. Therefore, this is about identifying the vital motivational factors that influence the performance of the employee in an organization.

Human resource is consider to be the most valuable asset in any organization it is the sum-total of inherent abilities, acquired knowledge and skills represent by the talents and aptitudes of the employed persons who comprise executives, supervisors and the rank and file employees. It may be noted here that human resource should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee's



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performance, which ultimately decides, and attainment of goals. However, the employee performance is to a large extent, influenced by motivation and satisfaction job.

The study was approached from the view of motivating employees. Thus from a human resource development perspective, the accomplishment of the study objectives may lead to improved uses of performance based on several changes. It is hoped that this study will be primarily important to the organization to identify the existing motivational techniques on the employee performance and to take necessary steps to improve the techniques.

### **Meaning of employee motivation**

The term 'Motivation' originally is originated from the Latin word 'movere' which means 'to move'. It is derived from the word 'motive'. A motive is an inner state that energizes' activates and directs behavior toward goals. Motive is always internal to use and is externalized via behavior. Thus the motivation is one's willingness to exert efforts towards the accomplishment of his/her goals.

### **Features and characteristics of motivation**

The concept of motivation has the following features and characteristics:

- Motivation is internal to man. Motivation cannot be seen because it is internal to man. It is externalized via behavior. It activates the man to move toward goal
- A single motive can cause different behaviors.



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- Different motive may result in single behavior.
- Motivational is situational in character and is determined by prevailing situation.
- Motivation differs from individual which change frequently.
- Motivation is complex and difficult to predict.

### **Motivational factors**

The factors that motivate an individual keep changing as one climbs the ladder of age and maturity. And also, achievement of one goal sets the ball rolling for another one to be achieved. Thus, to be motivated is a constant need. There are times when one faces a period of de-motivation and everything seems bleak. It is then they need to find what would motivate them back into action.

### **Importance of motivation**

- ✓ Motivation increases performance level.
- ✓ It powers employee turnover and absenteeism.
- ✓ It leads to good human relation *i.e.*, harmonious relations between employer and employees.
- ✓ It improves the efficiency of operation.
- ✓ It facilitates effective utilisation of organization's resources.
- ✓ It helps the organization to incorporate new techniques and innovation.

### **1.2 objectives of the study**



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- ❖ To study about the effect of monetary and non-monetary benefits provided by the organization.
- ❖ To learn about how motivation leads to good human relation.
- ❖ To analyze how motivational factors lead to job satisfaction among the employees based on Herzberg's motivation-hygiene theory.

### 1.3 scope of the study

- In this context, the present study is to analyze the importance of employee's motivation in the Organization which has a production unit from line A to line L.
- This study is mainly applicable only to the middle level employees who are working in the production unit.
- And mainly due to time constraint, motivation level of employees is studied only during the course of this project, So that there is no scope for comparative analysis of data.

### 1.4 Needs for the study

- ✓ The study is based upon high population because 120 as the sample size cannot be generalized to entire universe.
- ✓ The study is only based on middle level employee's side and it is not covering the higher level employees.
- ✓ Due to time constraint, motivation level of workers is studied only during the course of the project so that there is no scope for comparative analysis of data.



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## 1.5 Statement of the problem

In this context, the present study was designed to analyze the middle level employees who are working in the Organization are not being promoted to a higher level positions even though they are experienced. So the present study is to analyze the drawbacks regarding employee's motivation in the Organization and also to suggest significant measures to improve employee morale/ enthusiasm.

## 2.1 Review of literature

A literature review is a body of text that aims to review the critical points of current knowledge on a particular topic. Most often associated with science-oriented literature, such as a thesis, the literature review usually precedes a research proposal, methodology and results section. Its ultimate goal is to bring the reader up to date with current literature on a topic and forms the basis for another goal, such as the justification for future research in the area.

A Literature Review has been done to know about the various aspects of job design in Order to identify those motivation factors that affect job performance. According to Rush, 1971 the main purpose of job design (or re-design) is to increase both employee motivation and productivity. Job design can have a significant effect on motivation. ). Increased productivity can manifest itself in various forms. For example, the focus can be that of improving quality and quantity of goods and services, reduce operation costs, and/or reduce turnover and training costs.



On the other hand, increasing employees' motivation can be achieved through increased job satisfaction. To this end, the Two-Hygiene Theory by Herzberg (1971, as cited in Rush) describes two sets of factors, satisfying and dissatisfying, that affect an employee's self-esteem and opportunity for self-actualization in the workplace. Satisfaction and performance of the employees. Thus, for both academicians and practitioners, job design takes on special importance in today's human resource management. It is essential to design jobs so that stress can be reduced, motivation can be enhanced, and satisfaction of employees and their performance can be improved so that organizations can effectively compete in the global marketplace.

Initially, the field of organizational behavior paid attention only to job enrichment (JE) approaches to job design. Now, job design has taken a broader perspective, with various dimensions such as job enrichment (JE), job engineering (JEng), quality of work life (QWL), sociotechnical designs, the social information processing approach (SIPA) and the job characteristics approach to job design. The proposed model recognizes certain job characteristics that contribute to certain psychological states, and that the strength of the employee's need for growth has an important moderating effect.

The aim of this research is to identify the key issues of job design research and practice, particularly in relation to higher-level jobs. To provide the context for the account that follows, we first take a backward glance at job design. We then briefly describe the approaches to job design with emphasis on the job characteristics approach to job design in detail, followed by a



literature review of the job characteristics approach. Later we present the proposed model of job design, and its future implications or outcomes.

**More attention is being paid to job design for three major reasons:**

- Job design can influence performance in certain jobs, especially those where employee motivation can make a substantial difference. Lower cost through reduced turnover and absenteeism are also related to good job design.
- Job design can affect job satisfaction. Because people are more satisfied with certain job configurations than with others, it is important to be able to identify what makes a “good” job.
- Job design can affect both physical and mental health. Example problems such as backache or leg pain can sometimes be traced directly to job design, as can stress and related high blood pressure and heart disease.

Herzberg (1966) made a critical distinction between these factors in that a person does not move in a continuum from being dissatisfied to becoming satisfied or vice versa. Rush (1971, p. 7) tries to explain Herzberg's point by stating that, "the opposite of satisfaction is not dissatisfaction, but no satisfaction; and that the opposite of dissatisfaction is not satisfaction but no dissatisfaction". In a practical sense, this means that dissatisfying factors help support and maintain the structure of the job, while the satisfying factors help the employee reach self-actualization and can increase motivation to continue to do the job.





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According to the Two Factor Theory of Frederick Herzberg (1959) people are influenced by two factors. Satisfaction and psychological growth are a result factor of motivation factors. Managers have the opportunity to influence the motivation of employees through design of their jobs. Well-designed jobs help accomplish two important goals: getting the necessary work done in a timely and competent manner, and motivating and challenging employees. Both the business and the employee benefit from successful job design. Poorly designed jobs leave to chance whether the expected tasks will get done in a timely and competent manner. Poorly designed jobs, moreover, are likely to be discouraging, boring and frustrating to employees.

Job design serves to improve performance and motivation. Job-design analysis starts by looking at a job with a broad perspective and swiftly moves toward identifying the specific activities required to do the job. This is done for the purpose of identifying and correcting any deficiencies that affect performance and motivation.

Hence this literature review satisfy all the variables i.e. relationships (between Job Design and employee performance/job design and motivation) of research thesis Hypothesis. Job design and its approaches are usually considered to have begun with scientific management in the year 1900. Pioneering scientific managers such as Taylor (1947), Gilbreth (1911), and Gilbreth and Gilbreth (1917) systematically examined jobs with various techniques. They suggested that task design might be the most prominent element in scientific management.



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With respect to the design of individual jobs, the first major theory was that of Herzberg and his colleagues (Herzberg et al. 1959). Their two-factor theory distinguished between two types of factors, namely motivators, which are intrinsic to the work itself (e.g. achievement, recognition, and responsibility), and hygiene factors, which are extrinsic to the work (e.g. work conditions, pay, and supervision). The proposition was that the hygiene factors are absolutely necessary to maintain the human resources of an organization. According to Herzberg's theory, only a challenging job has the opportunity for achievement, recognition, advancement and growth that will motivate personnel.

There was substantial interest from researchers and practitioners in job design during the 1900s. Hickman et al. (1975) conducted a study and claimed that people on enriched jobs are definitely more motivated and satisfied by their jobs. Another study conducted by Griffin (1989) on 1,000 tellers from 38 banks of a large holding company found from the job design intervention that employees perceive meaningful changes and tend to recognize those changes over time.

In addition to this, a meta-analysis of the job characteristics model (Fried and Ferris, 1987) found general support for the model and for its effects on motivation and satisfaction and performance outcome.

Adler (1991) found that systems in which employees reported higher perceptions of skill variety, task significance, autonomy, and feedback reported higher levels of satisfaction and



internal work motivation. Chapeaux (1991) theorized the relationships that growth need strength moderates between the core job characteristics and the critical psychological states and affective responses. Moreover, Dodd and Gangster (1996) examined the interactive relationship between feedbacks,

## 2.2. Research methodology

### Meaning:

Business research is an organized, database, systematic, critical, objective, scientific inquiry or investigation in to a specific problem under taken with the purpose of finding answers or solutions to it. Research study plays a vital role in all kinds of business activities.

### Research method

A research is defined as “The systemized effort to gain knowledge”. Research method is a way to systematically solve the problem.

### Research design:

It's a plan of proposed study prepared by a researcher stating the research activities to the performed in this proposed study before he undertakes his research work is called as a “research design”. In this study “descriptive research design” is used. Descriptive research design is used which is most appropriate. This research enables a researcher to explore new areas of investigation.



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**Sample size:** The size of the respondents covered for the study was **120** employees

#### **Sampling technique:**

Here the sampling technique adopted for this study is a Probability Sampling Technique. Under this probability sampling method “Stratified Random Sampling” is used.

#### **Sources of information:**

Two types of data namely primary data and secondary data are collected. Primary data is the data explicitly gathered for this research work and the secondary data which was obtained from various sources like organizations records, books and also from the websites.

#### **Methods of data collection:**

There are two types of data collection, they are Primary data collection and Secondary data collection

#### **Techniques used for analysis:**

The techniques used for analysis are Percentage Method ,Rank Correlation Method,

### **3.1 Result analysis and Discussion**

#### **Table no: 3.1 respondents by age group**

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S .no	Age	Respondents	Percentage
1	19 - 30	60	50
2	31 - 40	40	40
3	Above 40	20	10
	Total	120	100

Source: primary data

**Inference:** The table states that 50% of respondents are in the age group of 19-30, 40% of respondents are in the age group of 31-40 and 10% of respondents are in the age group of above 40.

**Table no: 3.2 respondents by the educational qualification**

S. no	Educational qualification	Respondents	Percentage
1	SSLC	35	30
2	HSC	25	20
3	Graduates	30	25
4	Post graduates	10	10
5	Others	20	15
	Total	120	100



**Source:** primary data

**Inference:** The table states that 30% of respondents have the qualification of SSLC, 20% of respondents have the qualification of HSC, 25% of respondents have the qualification of Graduates, 10% of respondents have the qualification of PG and 15% of respondents have the qualification of others.

**Table no: 3.3respondents by experience**

S.no	Experience	Respondents	Percentage
1	Below 1 yr	60	50
2	1 - 2 yrs	15	12
3	2 - 3 yrs	20	18
4	More than 3 yrs	25	20
	Total	120	100

**Source:** primary data

**Inference:** The table states that 50% of respondents have the experience of below 1 yr, 12% of respondents have 1-2 yrs of experience, 18% of respondents have 2-3 yrs of experience and 20% of respondents have more than 3 yrs of experience.



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**Table no: 3.4 respondents by income**

S.no	Income	Respondents	Percentage
1	3000 – 6000	40	35
2	6000 - 8000	20	17
3	8000 – 10000	35	29
4	More than 10000	25	19
	Total	120	100

Source: primary data

**Inference:** The table states that 35% of respondents get salary level of 3000-6000, 17% of the respondents get salary level of 6000-8000, 29% get salary level of 8000-10000, 19% get salary level of more than 10000.

**Table no: 3.5 responses about the support from the HR department**

S. no	Particular	Respondents	Percentage
1	Highly Satisfied	35	30
2	Satisfied	60	50

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3	Neutral	25	20
4	Dissatisfied	0	0
5	Highly Dissatisfied	0	0
	Total	120	100

Source: primary data

**Inference:** The table states that 30% of respondents are highly satisfied, 50% of the respondents are satisfied, 20% are neutral, 0% are dissatisfied and 0 % are highly dissatisfied with the support from HR department.

**Table no: 3.6 management is interested in motivating the employees**

S .no	Particular	Respondents	Percentage
1	Strongly Agree	60	50
2	Agree	45	35
3	Neutral	15	15
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	120	100

Source: primary data





**Inference:** The table states that 50% of respondents are strongly agree, 35% of the respondents are agree, 15% are neutral, 0% are disagree and 0 % are strongly disagree with the organization’s motivation level.

**Table no: 3.7 the type of incentives motivates you more**

S.no	Particular	Respondents	Percentage
1	Financial Incentives	45	35
2	Non Financial Incentives	20	15
3	Both	55	50
	Total	120	100

**Source:** primary data

**Inference:** The table states that 35% of respondents are motivated by financial incentives, 15% of the respondents are motivated by non-financial incentives and 50% by the both.

**Table no: 3.8 periodical increases in salary**

S.no	Particular	Respondents	Percentage
1	Strongly Agree	40	33

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2	Agree	56	48
3	Neutral	24	19
4	Disagree	0	0
5	Highly Disagree	0	0
	Total	120	100

Source: primary data

**Inference:** The table states that 33% of respondents are highly satisfied, 48% of the respondents are satisfied, 19% are neutral, 0% are dissatisfied and 0 % are highly dissatisfied with the periodical increase level of salary.

**Table no: 3.9**job security existing in the company

S.no	Particular	Respondents	Percentage
1	Highly Satisfied	40	36
2	Satisfied	75	62
3	Neutral	5	2
4	Dissatisfied	0	0
5	Highly Dissatisfied	0	0
	Total	120	100

Source: primary data



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**Inference:** The table states that 36% of respondents are highly satisfied, 62% of the respondents are satisfied, 2% are neutral, 0% are dissatisfied and 0 % are highly dissatisfied with the job security level.

**Table no: 3.10 have relationship with co-workers**

S.no	Particular	Respondents	Percentage
1	Yes	80	70
2	No	40	30
	Total	120	100

**Source:** primary data

**Inference:** The table states that 70% of respondents are says Yes and 30% of the respondents are says no for the relationship level with the co-workers.

**Table no: 3.11 satisfied with the promotional opportunities in the organization**

S.no	Particular	Respondents	Percentage
1	Highly Satisfied	15	7
2	Satisfied	50	45
3	Neutral	50	45
4	Dissatisfied	5	3
5	Highly Dissatisfied	0	0

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	Total	120	100
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Source: primary data

**Inference:** The table states that 7% of respondents are highly satisfied, 45% of the respondents are satisfied, 45% are neutral, 3% are dissatisfied and 0% are highly dissatisfied with the promotional opportunities.

**Table no: 3.12safety measures adopted in your organization**

S. no	Particular	Respondents	Percentage
1	Highly Satisfied	80	70
2	Satisfied	25	19
3	Neutral	15	11
4	Dissatisfied	0	0
5	Highly Dissatisfied	0	0
	Total	120	100

Source: primary data

**Inference:** The table states that 70% of respondents are highly satisfied, 19% of the respondents are satisfied, 11% are neutral, 0% are dissatisfied and 0% are highly dissatisfied with the safety measures.



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**Table no: 3.13 performance appraisal activities are helpful to get motivated**

S.no	Particular	Respondents	Percentage
1	Highly Satisfied	15	13
2	Satisfied	25	18
3	Neutral	75	67
4	Dissatisfied	5	2
5	Highly Dissatisfied	0	0
	Total	120	100

**Source:** primary data

**Inference:** The table states that 13% of respondents are highly satisfied, 18% of the respondents are satisfied, 67% are neutral, 2% are dissatisfied and 0 % are highly dissatisfied with the motivation level by the performance appraisal activities.

**Table no: 3.14 motivated by the support from the co-worker**

S.no	Particular	Respondents	Percentage
1	Highly Satisfied	48	30
2	Satisfied	62	55
3	Neutral	10	15
4	Dissatisfied	0	0

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5	Highly Dissatisfied	0	0
	Total	120	100

Source: primary data

**Inference:** The table states that 30% of respondents are highly satisfied, 55% of the respondents are satisfied, 15% are neutral, 0% are dissatisfied and 0 % are highly dissatisfied with the motivation level by the co-worker.

**Table no: 3.15** company recognize and acknowledge your work

S.no	Particular	Respondents	Percentage
1	Highly Satisfied	48	37
2	Satisfied	52	46
3	Neutral	20	17
4	Dissatisfied	0	0
5	Highly Dissatisfied	0	0
	Total	120	100

Source: primary data



**Inference:** The table states that 37% of respondents are highly satisfied, 47% of the respondents are satisfied, 16% are neutral, 0% are dissatisfied and 0 % are highly dissatisfied with the organization recognition level to their work.

**Table no: 3.16 satisfied with your job by the current motivation system in the organization**

S.no	Particular	Respondents	Percentage
1	Highly satisfied	35	35
2	Satisfied	55	48
3	Neutral	25	15
4	Dissatisfied	5	2
5	Highly dissatisfied	0	0
	Total	120	100

**Source:** primary data

**Inference:** The table states that 35% of respondents are highly satisfied, 48% of the respondents are satisfied, 15% are neutral, 2% are dissatisfied and 0 % are highly dissatisfied with the motivation system.

**Table no: 3.17satisfied with flexible work time provided by management of your organization**

S.no	Particular	Respondents	Percentage
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1	Highly satisfied	55	60
2	Satisfied	45	30
3	Neutral	12	8
4	Dissatisfied	8	2
5	Highly dissatisfied	0	0
	Total	120	100

Source: primary data

**Inference:** The table states that 60% of respondents are highly satisfied, 30% of the respondents are satisfied, 8% are neutral, 2% are dissatisfied and 0 % are highly dissatisfied with the working time.

**Table no: 3.18 considerable opportunities for independence and freedom in how to do your work**

S.no	Particular	Respondents	Percentage
1	Highly Satisfied	25	37
2	Satisfied	55	43
3	Neutral	25	15
4	Dissatisfied	10	4
5	Highly	5	1



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	Dissatisfied		
	Total	120	100

Source: primary data

**Inference:** The table states that 37% of respondents are highly satisfied, 43% of the respondents are satisfied, 15% are neutral, 4% are dissatisfied and 1 % are highly dissatisfied with the independence level at work place.

**Table no: 3.19 staff and management relationship at work**

S.no	Particular	Respondents	Percentage
1	Highly Satisfied	45	36
2	Satisfied	50	46
3	Neutral	25	18
4	Dissatisfied	0	0
5	Highly Dissatisfied	0	0
	Total	120	100

Source: primary data

**Inference:** The table states that 36% of respondents are highly satisfied, 46% of the respondents are satisfied, 18% are neutral, 0% are dissatisfied and 0 % are highly dissatisfied with the superior relationship level.



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**Table no: 3.20 level of having the opportunities to innovate**

S.no	Particular	Respondents	Percentage
1	Highly Satisfied	45	36
2	Satisfied	50	46
3	Neutral	25	18
4	Dissatisfied	0	0
5	Highly Dissatisfied	0	0
	Total	120	100

**Source:** primary data

**Inference:** The table states that 36% of respondents are highly satisfied, 46% of the respondents are satisfied, 18% are neutral, 0% are dissatisfied and 0 % are highly dissatisfied with the innovative opportunities.

**Table no: 3.21 got opportunities to learn and develop**

S.no	Particular	Respondents	Percentage
1	Highly satisfied	40	36
2	Satisfied	55	46
3	Neutral	25	18
4	Dissatisfied	0	0

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5	Highly dissatisfied	0	0
	Total	120	100

Source: primary data

**Inference:** The table states that 36% of respondents are highly satisfied, 46% of the respondents are satisfied, 18% are neutral, 0% are dissatisfied and 0 % are highly dissatisfied with the opportunity level to learn and develop.

Table no: 3.22.1 employees leave

S.no	Particular	Respondents	Percentage
1	Highly Satisfied	50	45
2	Satisfied	50	45
3	Neutral	20	10
4	Dissatisfied	0	0
5	Highly Dissatisfied	0	0
	Total	120	100

Source: primary data



**Inference:** The table states that 45% of respondents are highly satisfied, 45% of the respondents are satisfied, 10% are neutral, 0% are dissatisfied and 0 % are highly dissatisfied with the leave policies.

**Table no: 3.22.2 motivational talks to employees**

S.no	Particular	Respondents	Percentage
1	Highly Satisfied	35	29
2	Satisfied	55	49
3	Neutral	25	19
4	Dissatisfied	5	3
5	Highly Dissatisfied	0	0
	Total	120	100

**Source:** primary data

**Inference:** The table states that 29% of respondents are highly satisfied, 49% of the respondents are satisfied, 19% are neutral, 3% are dissatisfied and 0 % are highly dissatisfied with the motivational talks.

**Table no: 3.22.3 recognition**

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S.no	Particular	Respondents	Percentage
1	Highly Satisfied	20	17
2	Satisfied	48	37
3	Neutral	52	46
4	Dissatisfied	0	0
5	Highly Dissatisfied	0	0
	Total	120	100

Source: primary data

**Inference:** The table states that 17% of respondents are highly satisfied, 37% of the respondents are satisfied, 46% are neutral, 0% are dissatisfied and 0 % are highly dissatisfied with the recognition level.

### 3.2 statistical analyses

#### 3.2.1 Rank correlation

**Satisfied with your job by the current motivation system in the**

S.no	Particular	Respondents	Percentage
1	Highly Satisfied	35	30
2	Satisfied	55	45
3	Neutral	25	21

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4	Dissatisfied	5	4
5	Highly Dissatisfied	0	0

### Performance appraisal activities are helpful to get motivated

S.no	Particular	Respondents	Percentage
1	Highly satisfied	15	13
2	Satisfied	25	18
3	Neutral	75	67
4	Dissatisfied	5	2
5	Highly dissatisfied	0	0

RANK (X)	RANK (Y)	D=X-Y	D <sup>2</sup>
2	3	-1	1
21	2	-1	1

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3	1	2	4
4	4	0	0
5	5	0	0
		Total	6

$$R=1- \frac{6 \sum D^2}{n(n^2 - 1)}$$

$$=1- \frac{6(6)}{5(5^2 - 1)}$$

$$=1- \frac{36}{5(25 - 1)}$$

$$=1- \frac{36}{120}$$

$$=1-0.3$$

$$=0.7$$

So the Correlation is 0.7 so there exist a strong Positive Relationship between job satisfaction and performance appraisal that motivate the employee.

## IV Discussion



#### 4.1 FINDINGS

The findings of the study are follows:

- ❖ 50% of the respondents are under age group of 19-30.
- ❖ 30% of the respondents educational qualification is SSLC.
- ❖ 50% of the respondents have the experience of below 1 year.
- ❖ 35% of the respondents salary level 3000-6000.
- ❖ 50% of the respondents are satisfied about the support from HR department.
- ❖ 50% of the respondents strongly agree that management is interested in motivating employees.
- ❖ 35% of the respondents are motivated by financial incentives.
- ❖ 48% of the respondents are satisfied about periodical incentives salary.
- ❖ 62% of the respondents satisfied in job security in company.
- ❖ 70% of the respondents said yes for relationship with co-workers.
- ❖ 45% of the respondents are satisfied with promotional opportunities.
- ❖ 70% of the respondents are highly satisfied about the safety measures in organization.
- ❖ 67% of the respondents are neutrally satisfied in performance appraisal activities.
- ❖ 55% of the respondents are satisfied about motivational support from co-workers.
- ❖ 46% of the respondents are satisfied about company recognize and acknowledge their work.
- ❖ 48% of the respondents are satisfied with current motivational system in organization.





- ❖ 60% of the respondents highly satisfied with flexible work time provided by management.
- ❖ 43% of the respondents are satisfied about the opportunity for independence and freedom to do their work.
- ❖ 46% of the respondents are satisfied about staff & management relationship at work.
- ❖ 46% of the respondents are satisfied about level of having opportunity to innovate.
- ❖ 46% of the respondents are satisfied about opportunities to learn and developed.
- ❖ 45% of the respondents are satisfied in leave.
- ❖ 49% of the respondents are satisfied in motivational talks.
- ❖ 46% of the respondents are neutrally satisfied about recognition.

#### 4.2 SUGGESTIONS

The suggestions for the findings from the study are follows:

- ❖ It will be better if management provide performance appraisal in quarterly basis with 360 degree appraisal.
- ❖ It's better that Management try to provide effective Reward system for the employees.
- ❖ It's Better that Management try to reduce the workload of the employees
- ❖ It is better that the organization can takes steps to improve the current motivation system that is provided by the organization.
- ❖ It is better that that organization provides opportunities for freedom and independence for their work.



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- ❖ It is better that the organization provide opportunities to innovate new ideas.
- ❖ It is better that try to improve welfare facilities by introducing welfare committees.

### 4.3 CONCLUSION

The study concludes that, the motivational program procedure is found effective but not highly effective. The study on employee motivation highlighted so many factors which will help to motivate the employees. The study was conducted among 120 employees and collected information through structured questionnaire. The study helped to findings which were related with employee motivational programs which are provided in the organization.

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

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