

PROJECT REPORT

“An Analysis of Employees’ Motivation and Its Impact on Job Performance in the IT Sector”

Submitted to

DMSR

G. S. College of Commerce and Economics, Nagpur

(An Autonomous Institution)

Affiliated to

Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur

In partial fulfilment for the award of the degree of

Master of Business Administration

Submitted by

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Under the Guidance of

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Academic Year: 2021-22

CERTIFICATE

This is to certify that “**Sunidhi Suresh Bopte**” has submitted the project report titled “**An Analysis of Employees’ Motivation and Its Impact on Job Performance in the IT Sector**”, towards partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that he/she has ingeniously completed his/her project as prescribed by **DMSR- G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR** (NAAC Re-accredited “A” Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

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Place: - Nagpur

Date: - .../.../2021

DECLARATION

I here-by declare that the project with title “**An Analysis of Employees’ Motivation and Its Impact on Job Performance in the IT Sector**” has been completed by me in partial fulfillment of MASTER OF BUSINESS ADMINISTRATION degree examination as prescribed by DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Re-accredited “A” Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Sunidhi Suresh Bopte

Place: Nagpur

Date: .../.../2022

ACKNOWLEDGEMENT

With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to Dr. N.Y. Khandait, Principal, G. S. College of Commerce & Economics, Nagpur.

I am extremely thankful to my Project Guide “Dr. Sonali Gadekar” for her guideline throughout the project. I tender my sincere regards to coordinator, “Dr. Sonali Gadekar” for giving me guidance, suggestions and invaluable encouragement which helped me in the completion of the project.

I will fail in my duty if I do not thank the Non-Teaching staff of the college for their Co-operation.

I would like to thank all those who helped me in making this project complete and successful.

Sunidhi Suresh Bopte

Place: Nagpur

Date: .../.../2022

EXECUTIVE SUMMARY

This project is done on “**An Analysis of Employee’s Motivation and Its Impact on Job Performance in the IT Sector**” in the area of Human Resource Management.

The motivation of professionals is not based solely on good monetary remuneration. Nowadays, every experienced IT professional is interested first and foremost in a healthy work environment in a company and then on the pay level. The employer's assessment takes into account the level of stress, work-life balance, career development prerequisites, as well as the offered social benefits. Anything that helps the creative workflow because IT professionals, are creators in the field who work and need special conditions to grow their potential and deliver good results.

The key aim of the project is to analyse about various factors such as salary, increments, promotion, recognition etc. leading to motivation of employees and to assess their relationship between the motivation and performance. The descriptive research has been conducted with a convenient sampling of 50 respondents.

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CHAPTER - 1

INTRODUCTION

“No great achiever – even those who made it seem easy – ever succeeded without hard work.”

– **Jonathan Sacks**

1.1 Meaning of Motivation

Motivation is the process that initiates, guides, and maintains goal-oriented behaviours. It is what causes you to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. Motivation involves the biological, emotional, social, and cognitive forces that activate behaviour. In everyday usage, the term "motivation" is frequently used to describe why a person does something. It is the driving force behind human actions.

Motivation is a driving force which affects the choice of alternatives in the behaviour of a person. It improves, stimulates and induces employees leading to goal-oriented behaviour.

For example, promotion is a motivating factor as employees work to achieve pre-set targets for getting a promotion. Motivation can be monetary, e.g., rewards given in the form of a car or a hike in the salary or it can be non-monetary in the form of public appreciation.

1.2 Definitions of Motivation by Authors

- 1.** Michael Jucious, ‘motivation is the act of stimulating someone or oneself to get a desired course of action, to push the right button to get a desired reaction’.
- 2.** S. Zedeek and M. Blood define, ‘Motivation is a predisposition to act in a specific goal-directed way’.
- 3.** According to Dalton E. McFarland—”Motivation refers to the way in which urges, drives, desires, aspirations, strivings or needs direct, control or explain the behaviour of human beings.”
- 4.** Robert Dubin has defined—”Motivation as something that moves the person to action and continues him in the course of action already initiated.”
- 5.** Koontz and O’Donnell are of the view that “Motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces that induce an individual or a group of people to work.”

1.3 Importance of the Motivation

1. Greater efficiency:

Motivation enhances the efficiency of the employees and of organization. When employees are motivated, they can perform with commitment and dedication.

2. Reduction in absenteeism and labour turnover:

Motivated employees may not remain absent or leave the organization. They develop a sense of belonging towards the organization and thus improve their overall performance.

3. Team spirit:

Motivation improves team spirit of employees, and this improves the work environment and the overall performance of the employee and the organization.

4. Reduction in wastages and breakages:

Motivated employees take great care in handling machines and other resources. This will reduce wastages and breakages, thus resulting in higher benefits to the organization.

5. Cordial relations:

Motivation enables cordial and healthy relationship in the organization. Motivation helps reduce labour grievances and disputes. It ensures sound relations between the management and the labour. It improves the overall efficiency of the organization.

6. Promotion of innovation:

Motivated employees use their initiative to find out innovative ways in the performance of their operations. Such employees are more creative and help the organization to gain the competitive advantage.

7. Optimum use of resources:

Motivation leads to greater employee involvement and lesser wastages. This leads to optimum utilization of resources.

1.4 Characteristics/Features of Motivation:

1. Interaction between the individual and the situation:

Motivation is not a personal trait but an interaction between the individual and the situation.

2. Goal-directed behaviour:

Motivation leads to an action that is goal oriented. Motivation leads to accomplishment of organizational goals and satisfaction of personal needs.

3. Systems oriented:

Motivation is influenced by two forces:

a) Internal forces:

These forces are internal to the individual, i.e., their needs, wants and nature.

b) External forces:

These forces are external to the individual, which may be organizational related such as management philosophy, organizational structure, and superior-subordinate relationship, and also the forces found in the external environment such as culture, customs, religion and values.

1.5 Need of the Motivation

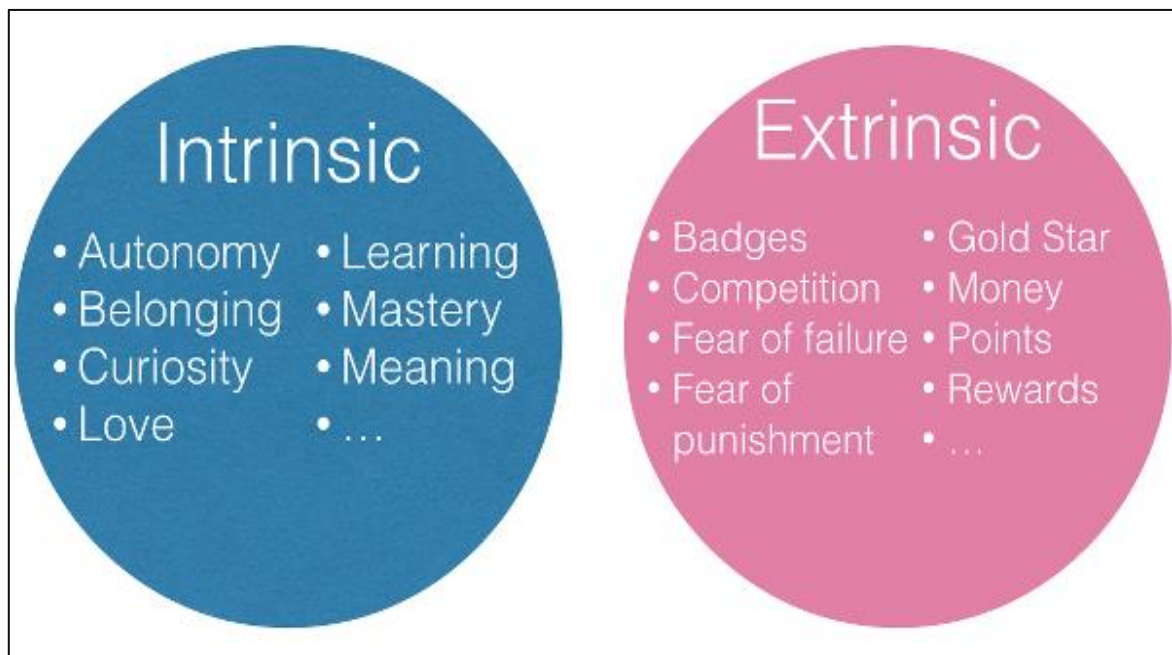
- 1.** Motivation helps to improve performance levels of employees as well as the organisation. Since proper motivation satisfies the need employees. They in turn devote all their energies for optimum performance in their work. A satisfied employee can always turnout expected performance. Good motivation in the organisation helps to achieve higher levels of performance as motivated employees contribute their maximum efforts for organisational goals.
- 2.** Motivation helps to change negative or indifferent attitudes of employee to positive attitudes so as to achieve organisational goals. For example, a worker may have indifferent or negative attitude towards his work, if he is not rewarded properly. If suitable rewards are given and supervisor given positive envisagement and praise for the good word done the worker may slowly develop positive attitude towards the work.
- 3.** Motivation helps to reduce employee turnover and therefore saves the cost of new recruitment and training. The main reason for high rate of employee turnover is lack of motivation. If mangers identify motivational needs of employees and provide suitable incentives, employees may not think of leaving the organisation.

1.6 Types of Motivation

The **two** types of motivation are:

1. Intrinsic motivation

2. Extrinsic motivation



1. Intrinsic motivation

- **Intrinsic motivation** can arise from self-generated factors that influence people's behaviour.
- It is not created by external incentives.
- It can take the form of motivation by the work itself when individuals feel that their work is important, interesting and challenging and provides them with a reasonable degree of autonomy (freedom to act), opportunities to achieve and advance, and scope to use and develop their skills and abilities.

2. Extrinsic motivation

- **Extrinsic motivation** occurs when things are done to or for people to motivate them.
- These include rewards, such as incentives, increased pay, praise, or promotion; and punishments, such as disciplinary action, withholding pay, or criticism.
- Extrinsic motivators can have an immediate and powerful effect, but will not necessarily last long.

1.7 Tools of Motivation to Boost Employee Morale

It is very important for an organization to have a happy and satisfied workforce. Hence organizations use different motivational tools to boost the morale of their employees. These can be physical or monetary rewards, or internal and intrinsic that uses psychological measures to enhance the self-esteem of the employees. Some of the **Motivational Tools** applied by the organizations are discussed below:

1. Job Characteristic Model

This approach basically holds that each job has certain nature and characteristics that combine to create meaningful work. The presence of some of these characteristics can make a job more important and worthwhile than the other.

They can be described in terms of five core dimensions as below:

- Skill Variety
- Task Identity
- Task Significance
- Autonomy
- Feedback

2. Job Redesign

While redesigning a job, responsibilities and duties is done in order to inspire the employees. The aim is to place the right person at the right job at the same time increasing their satisfaction levels. The process includes increasing the variety of assignments and functions, reshuffling and reforming in order to make the employees feel an important asset of the organization. Below are the various approaches to job redesigning.

- Job Rotation
- Job Enlargement
- Job Enrichment

3. Alternative Work Arrangements

Apart from job redesigning as a tool to motivate employees, there are other ways of motivating them by alternative work arrangements discussed below:

- Flexible Work Timings
- Job Sharing
- Telecommuting

4. Empowerment

It means delegating more power to employees to make their own decisions without the approval of their immediate seniors over areas of their work. It is not necessary that it is accompanied with a monetary benefit as it is a psychological tool and helps to boost the self-esteem of the employees. Empowerment encourages employees to become innovators.

The employees are supported and encouraged to utilize their skills, ability and creativity by accepting accountability for their work. This concept works when the employees are adequately trained and provided with all the relevant information.

There should be conducive conditions for empowerment. Employees must be encouraged to take control of their work. Superiors must be receptive to the employee's innovative ideas. Trust levels should be high between the employees and the superiors. And there should be frequent feedbacks provided to the employees regarding their performance.

All of the above measures lead to an enhanced self-efficacy amongst the employees, they tend to become more confident and self-assured. This leads to increased and effective activity directed towards task accomplishment.

5. Participative Management

Participative management means involving workers in the decision-making process, it involves employees or employee representatives at all levels of decision making. The aim is to involve those who are influenced by the decisions in making decisions.

Since the worker gives his time, commitment and energy to the workplace, he should be given a chance to participate in the decision-making process.

The employee should be given an opportunity to express his views and due importance should be given to them by the management while framing policies.

The various methods of participation are:

- Participation at the Board level.
- Participation through share ownership.
- Participation through joint councils and committees.
- Participation through job enlargement.
- Financial Participation.
- Empowered teams.
- Participation through Collective Bargaining.

6. Quality of Work Life (QWL)

It is determined by the environment at the workplace. It measures the larger personal satisfaction that the employees are deriving from working in an organization.

There are few factors that impact the quality of work-life of the employees in a major way.

Some of them are stated below:

- Pay
- Benefits
- Job Security
- Job Enrichment
- Job Flexibility
- Other Measures

7. Mentoring

Mentoring is a formal or informal relationship between the two employees, a senior mentor and a junior mentee. Generally the mentor is outside the mentee's chain of supervision. There are various mentoring programs that are undertaken which help in motivating the mentee, boosting his morale, enhancing his career development and increasing organizational productivity.

In the words of B. H. Owens mentoring, "Is a supportive and nurturing relationship between an expert and a novice".

A mentor is a teacher, guide, friend and a great support system to the mentee. Mentoring helps in skill enhancement, it enables experienced and highly competent staff to pass their expertise to the young professionals who need to acquire skills.

Mentoring helps in mentees career development, it paves a path for them to manage and grow their careers. They also become resilient and self-reliant in times of change. Mentoring helps develop leadership competencies in the mentee.

This is more effectively gained through on job practical examples than in theories. Mentoring influences staff retention as there are ongoing interactions, coaching, learnings etc.

8. Employee Counselling

Sometimes employees might face some difficult time and their morale may go down. They might feel demotivated because of several reasons like unrealistic targets, excessive workload, tight deadlines, lack of team spirit, interpersonal relationships, personal or family problems etc. In such cases, HR managers, line managers, supervisors take the responsibility of counselling the distressed employee.

In the counselling session, the managers sit with the counselee, listens to his problems, addresses the issues, provides feedback and helps the counselee to see a different viewpoint. He further suggests and recommends solutions, reach conclusions, decides the right course of action. Once the corrective action is taken he follows up on the development.

The HR manager stays informed, discusses the issue with the relevant supervisor, schedules a joint counselling session, continuously asks for feedback and monitors development.

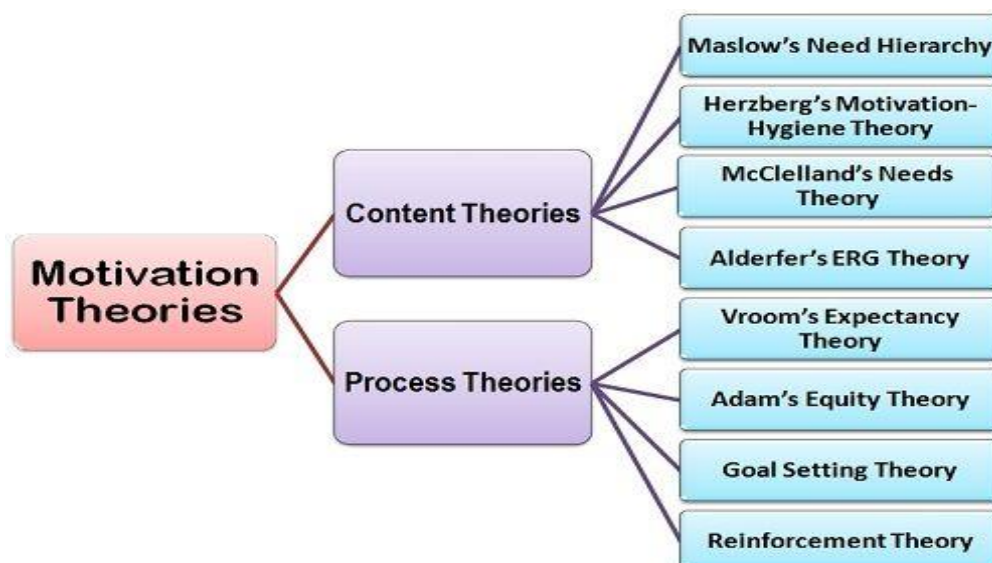
1.8 Theories of Motivation

There are several **Theories of Motivation** that are developed to explain the concept of “**Motivation**”. The motivation is a drive that forces an individual to work in a certain way. It is the energy that pushes us to work hard to accomplish the goals, even if the conditions are not going our way.

With the establishment of human organizations, people tried to find out the answer to, what motivates an employee in the organization the most. This gave birth to several content theories and process theories of motivation.

The content theories deal with “**what**” **motivates people**, whereas the process theories deal with, “**How**” **motivation occurs**.

Thus, theories of motivation can be broadly classified as:

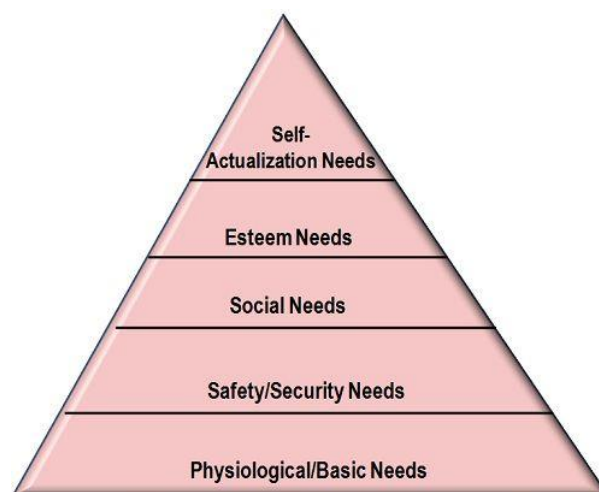


A. Content Theories

The content theories find the answer to what motivates an individual and is concerned with individual needs and wants. Following theorists have given their theories of motivation in content perspective:

1. Maslow's Need Hierarchy

Maslow has given a framework that helps to understand the strength of needs and how a person moves from one need to the other when the basic needs are fulfilled. These needs are arranged in the hierarchical form as shown below:



- i. **Physiological Needs:** These needs are the basic needs, a prerequisite for the survival of the human being. Air, water, food, sleep are the physiological needs which must be met, in order to go further in the hierarchy. If these needs are not met, then an individual will be highly motivated to satisfy these first, while the other levels of needs would provide him with a little motivation.

- ii. **Safety Needs:** Once the physiological or basic needs are fulfilled, the other needs become important. The next comes the safety or security needs. People begin to feel the need for a safer place to live in, i.e. shelter, safe neighbourhood, steady employment, etc. Thus, at this stage, the need for self-preservation i.e. a need for being free of physical danger, emerges.

- iii. **Social Needs:** After the first two needs of the hierarchy are met, people tend to move further and seeks to satisfy their social needs. Since a human being is a social animal who lives in the society, has an urge to belong to and be accepted by all. The need for love, affection, and belonging emerges at this stage. Thus, the relationships are formed at this level.

- iv. **Esteem Needs:** Once the above needs are fulfilled, an individual strives to achieve the esteem needs, concerned with self-respect, self-confidence, a feeling of being unique, social recognition, personal worth, etc. On the satisfaction of these needs, an individual feels the sense of power and control and becomes more confident.

- v. **Self-Actualization Needs:** The next and the final need on the Maslow's Need Hierarchy is the Self Actualization Need. It refers to the need to maximize one's potential. These needs are related to the development of one's intrinsic capabilities that can be utilized in different real life situations. It can be rephrased as, a desire of becoming, what one is capable of becoming.

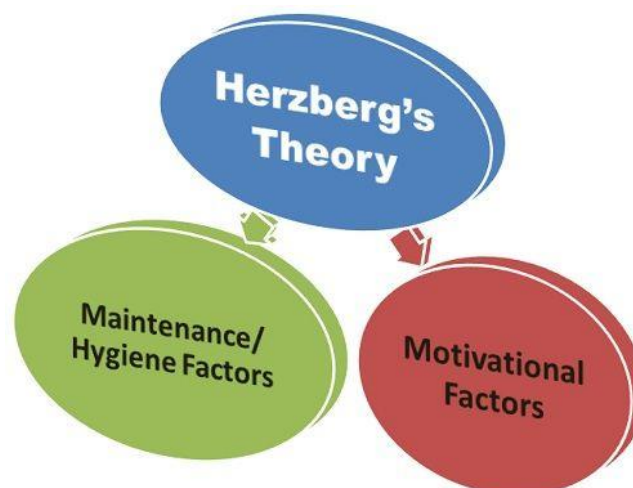
Thus, according to this theory, the behaviour of an individual is determined by his strongest needs, i.e. a person is motivated to fulfil the unsatisfied needs.

2. Herzberg's Motivation-Hygiene Theory

The **Herzberg's Motivation-Hygiene Theory** is given by Fredrick Herzberg and his associates, who studied the variables that are perceived to be desirable to achieve goals and the undesirable conditions to avoid.

The first set of job conditions has been referred to as **maintenance or hygiene factor**, wherein the same job conditions provide the same level of dissatisfaction, in case the conditions are absent, however, their presence does not motivate in a strong way.

The second set of job conditions is referred to as **motivational factors**, which primarily operate to build strong motivation and high job satisfaction, but their absence does not result in strong dissatisfaction.



i. Hygiene Factors:

Herzberg identified ten maintenance or hygiene factors that are not intrinsic parts of a job, but are related to the conditions in which the job has to be performed. These are company policy and administration, technical supervision, job security, working conditions, interpersonal relationship with peers, subordinates and supervisors, salary, job security, personal life, etc.

ii. Motivational factors:

These factors have a positive effect on the functioning of the employees in the organization. There are six factors that motivate employees: Achievement, Recognition, Advancement, Work-itself, Possibility of growth and Responsibility. An increase in these factors satisfies the employees and the decrease in these will not affect the level of satisfaction.

Thus, Herzberg's Motivation-Hygiene Theory studied the variables which were responsible for the level of satisfaction and had been applied in the industry that has given several new insights

3. McClelland's Needs Theory

McClelland's Needs Theory was proposed by a psychologist David McClelland, who believed that the specific needs of the individual are acquired over a period of time and gets molded with one's experience of the life. McClelland's Needs Theory is sometimes referred to as **Three Need theory** or **Learned Needs Theory**.



- i. **Need for Power (n-pow):** What is Power? Power is the ability to induce or influence the behaviour of others. The people with high power needs seek high-level positions in the organization, so as to exercise influence and control over others. Generally, they are outspoken, forceful, demanding, practical/realistic-not sentimental, and like to get involved in the conversations.

ii. Need for Affiliation (n-affil): People with high need for affiliation derives pleasure from being loved by all and tend to avoid the pain of being rejected. Since, the human beings are social animals, they like to interact and be with others where they feel, and people accept them. Thus, people with these needs like to maintain the pleasant social relationships, enjoy the sense of intimacy and like to help and console others at the time of trouble.

iii. Need for Achievement (n-ach): McClelland found that some people have an intense desire to achieve. He has identified the following characteristics of high achievers:

- High achievers take the moderate risks, i.e. a calculated risk while performing the activities in the management context. This is opposite to the belief that high achievers take high risk.
- High achievers seek to obtain the immediate feedback for the work done by them, so as to know their progress towards the goal.
- Once the goal is set, the high achiever puts himself completely into the job, until it gets completed successfully. He will not be satisfied until he has given his 100% in the task assigned to him.

4. Alderfer's ERG Theory

Alderfer's ERG Theory is the extension of Maslow's Needs Hierarchy, wherein the Maslow's five needs are categorized into three categories, Viz. Existence Needs, Relatedness Needs, and Growth Needs.

This led to the formation Alderfer's ERG theory, which comprises of the condensed form of Maslow's needs.



- i. Existence Needs:** The existence needs comprises of all those needs that relate to the physiological and safety aspects of human beings and are a prerequisite for the survival. Thus, both the physiological and safety needs of Maslow are grouped into one category because of their same nature and a similar impact on the behaviour of an individual.
- ii. Relatedness Needs:** The relatedness needs refer to the social needs, that an individual seeks to establish relationships with those for whom he cares. These needs cover the Maslow's social needs and a part of esteem needs, derived from the relationship with other people.
- iii. Growth Needs:** The growth needs cover Maslow's self-actualization needs as well as a part of esteem needs which are internal to the individual, such as a feeling of being unique, personal growth, etc. Thus, growth needs are those needs that influence an individual to explore his maximum potential in the existing environment.

B. Process Theories

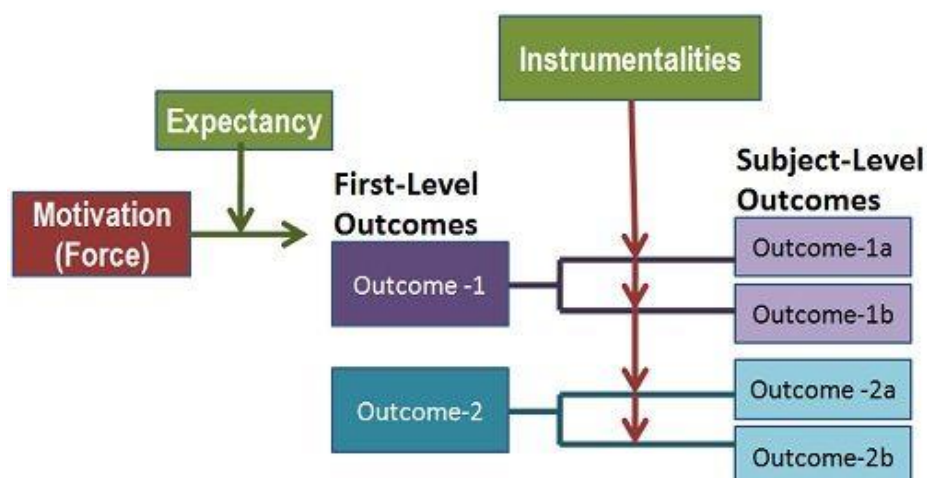
The process theories deal with “How” the motivation occurs, i.e. the process of motivation and following theories were given in this context:

1. Vroom’s Expectancy Theory

Vroom’s Expectancy Theory was proposed by Victor. H. Vroom, who believed that people are motivated to perform activities to achieve some goal to the extent they expect that certain actions on their part would help them to achieve the goal.

The algebraic representation of Vroom’s Expectancy theory is:

$$\text{Motivation (force)} = \sum \text{Valence} \times \text{Expectancy}$$



i. **Valence:**

It refers to the value that an individual places on a particular outcome or a strength of an individual's preference for the expected rewards of the outcome. To have a positive valence, one should prefer attaining the outcome to not attaining it. For example, if an employee gets motivated by promotions, then he might not value offers of increased incentives. The valence is zero if an individual prefers not attaining outcomes to attaining it. In the above example, an employee agrees with the increased incentives.

ii. **Instrumentality:** Another major input into the valence is the instrumentality of first level outcome in obtaining the second level outcome, i.e. a degree to which the first level leads to the second level outcome. For example, suppose an employee desires promotion and he feel that superior performance is a key factor to achieve the goal. Thus, his first level outcomes are superior, average and poor performance and the second level outcome is the promotion.

iii. **Expectancy:** Expectancy, another factor that determines the motivation, refers to the probability that a particular action will lead to the desired outcome. The expectancy is different from the instrumentality in the sense; it relates efforts to the first level outcome, whereas the instrumentality relates to first and second-level outcomes to each other.

2. Adam's Equity Theory

The **Adam's Equity Theory** posits that people maintain a fair relationship between the performance and rewards in comparison to others. In other words, an employee gets de-motivated by the job and his employer in case his inputs are more than the outputs.

The Adam's Equity Theory was proposed by John Stacey Adams, and is based on the following assumptions:

- Individuals make contributions (inputs) for which they expect certain rewards (outcomes).
- To validate the exchange, an individual compares his input and outcomes with those of others and try to rectify the inequality.

There are three types of exchange relationships that arise when an individual input/outcomes are compared with that of the other persons.

i. Overpaid Inequity: When an individual perceives that his outcomes are more as compared to his inputs, in relation to others. The overpaid inequity can be expressed as:

$$\frac{\text{Person's Outcome}}{\text{Person's Inputs}} > \frac{\text{Other's Outcome}}{\text{Other's Inputs}}$$

ii. Underpaid Inequity: When an individual perceives that his outcomes are less as compared to his inputs, in relation to others. The Underpaid Equity can be expressed as:

$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} < \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

iii. Equity: An individual perceives that his outcomes in relation to his inputs are equal to those of others. The equity can be expressed as

$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} = \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

Thus, Adam's equity theory shows the level of motivation among the individuals in the working environment.

3. Reinforcement Theory of Motivation

The **Reinforcement Theory of Motivation** was proposed by B.F. Skinner and his associates. This theory posits that behavior is the function of its consequences, which means an individual develops a behavior after performing certain actions.

The reinforcement theory of motivation is based on the “**Law of Effect**” concept, i.e. an individual is likely to repeat those actions having the positive consequences, and will avoid those behaviors that result in negative or unpleasant outcomes. The behaviors that elicit consequences is called as operant behavior and reinforcement theory work on the relationship between the operant behavior and the associated consequences and, therefore, is often called as **Operant Conditioning**.

Operant conditioning means, the change in the behavior caused due to the reinforcement (Positive reward or punishment) given after the response.

The reinforcement theory lay emphasis on the environmental factors that shape the behaviors.

Thus, the reinforcement theory of motivation mainly focuses on what happens when an individual takes some action. It is observed, that people tend to repeat those activities which gives them pleasure and avoid the activities with negative consequences.

4. Carrot and Stick Approach of Motivation

The **Carrot and Stick Approach of Motivation** is a traditional motivation theory that asserts, in motivating people to elicit desired behaviour's, sometimes the rewards are given in the form of money, promotion, and any other financial or non-financial benefits and sometimes the punishments are exerted to push an individual towards the desired behaviour.

The Carrot and Stick approach of motivation is based on the **principles of reinforcement** and is given by a philosopher Jeremy Bentham, during the industrial revolution. This theory is derived from the old story of a donkey, the best way to move him is to put a carrot in front of him and jab him with a stick from behind. The carrot is a reward for moving while the stick is the punishment for not moving and hence making him move forcefully.

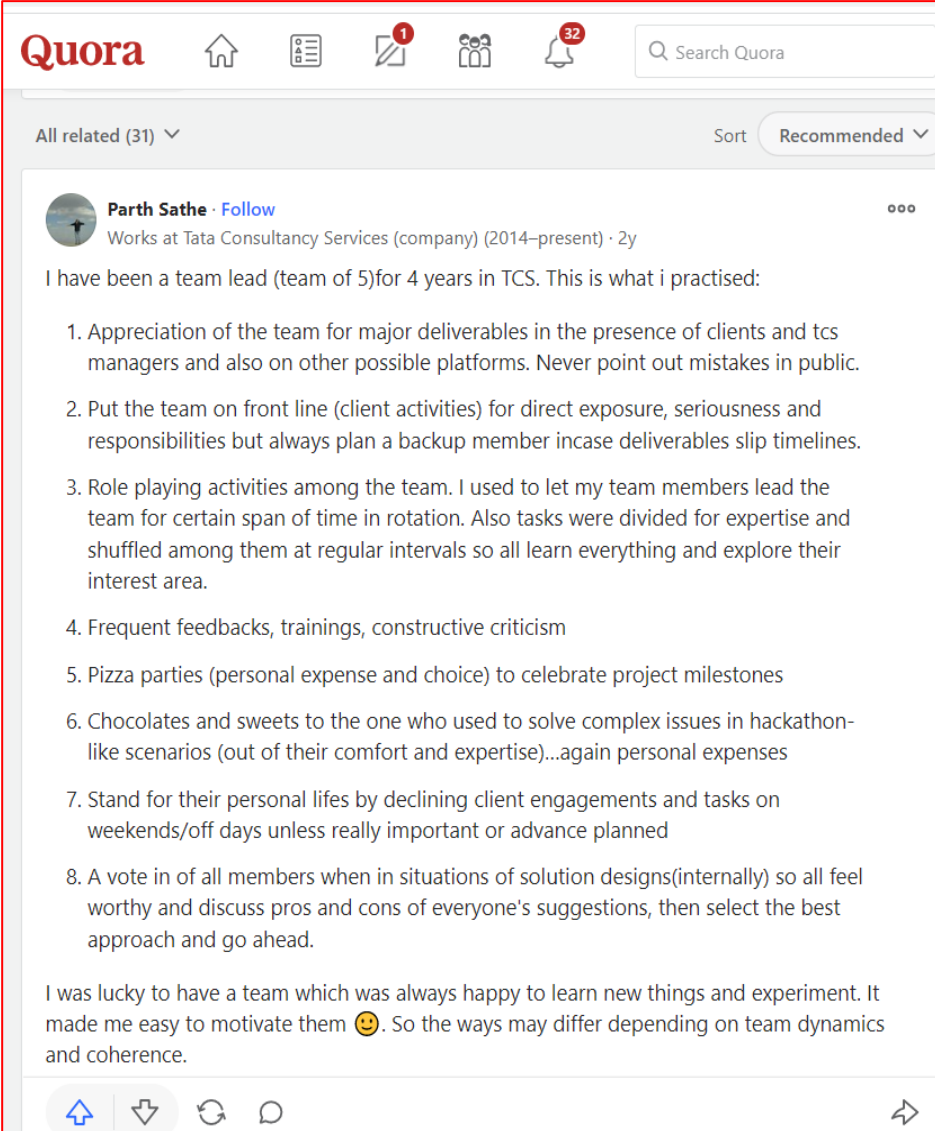
Thus, an individual is given carrot i.e. reward when he performs efficiently and is jabbed with a stick or is given a punishment in case of non-performance. While giving the punishments, the following points need to be taken care of:

- i.** Punishment is said to be effective in modifying the behaviour if an individual selects a desirable alternative behaviour.
- ii.** If the above condition does not occur the behaviour will be temporarily suppressed and may reappear after the punishment is over.
- iii.** The punishment is more effective when given at the time the undesirable behaviour is actually performed.
- iv.** The management should make sure, that punishment is properly administered and does not become a reward for the undesirable behaviour.

Thus, carrot and stick approach of motivation should be applied carefully such that, both have the positive motivational effect on the people in the organization.

1.9 Employee Motivation in IT sector

I. TCS



The image is a screenshot of a Quora post. At the top, the Quora logo is on the left, and navigation icons (home, list, edit, people, notifications) are in the center. A search bar is on the right. Below the navigation is a filter for 'All related (31)' and a 'Sort' dropdown set to 'Recommended'. The post is by 'Parth Sathe', who works at 'Tata Consultancy Services (company)'. The text of the post describes his experience as a team lead and lists eight motivational practices. At the bottom of the post are icons for upvote, downvote, refresh, and comment.

Parth Sathe · Follow
Works at Tata Consultancy Services (company) (2014–present) · 2y

I have been a team lead (team of 5) for 4 years in TCS. This is what I practised:

1. Appreciation of the team for major deliverables in the presence of clients and TCS managers and also on other possible platforms. Never point out mistakes in public.
2. Put the team on front line (client activities) for direct exposure, seriousness and responsibilities but always plan a backup member in case deliverables slip timelines.
3. Role playing activities among the team. I used to let my team members lead the team for certain span of time in rotation. Also tasks were divided for expertise and shuffled among them at regular intervals so all learn everything and explore their interest area.
4. Frequent feedbacks, trainings, constructive criticism
5. Pizza parties (personal expense and choice) to celebrate project milestones
6. Chocolates and sweets to the one who used to solve complex issues in hackathon-like scenarios (out of their comfort and expertise)...again personal expenses
7. Stand for their personal lives by declining client engagements and tasks on weekends/off days unless really important or advance planned
8. A vote in of all members when in situations of solution designs (internally) so all feel worthy and discuss pros and cons of everyone's suggestions, then select the best approach and go ahead.

I was lucky to have a team which was always happy to learn new things and experiment. It made me easy to motivate them 😊. So the ways may differ depending on team dynamics and coherence.

TCS try to keep motivate their employees by a good work culture in the organization and compensating well with the employee's.

II. Amazon

-amazon-uses-money-to-motivate-employees-8e059f5a9698



objective outlook

Sep 11, 2017 · 2 min read · Listen



How Amazon uses money to motivate employees

Employee motivation is one of the critical factors for any company. Successful companies make it a priority to ensure that employees are motivated and engaged in their work.

There are multiple factors impacting employee motivation. Interesting projects, work environment, learning opportunities, career growth opportunities, and of course money — all of them play a huge role. In this post, I will only discuss the Money aspect and how it works at Amazon.

At Amazon, most new employees receive base salary and RSUs. RSUs vest in the 5-15-20-20-20-20 ratio. 5% after first year, 15% after second year, and 20% every 6 months after that. The last 20% vest on completion of 4 years from initial joining date. This is very different from the 25-25-25-25 followed by most other companies, 25% after each year for first four years. New joiners at Amazon also get joining bonus paid over first two years that is roughly equal to the value of RSUs they receive in 3rd and 4th years. And, 3rd year onwards, employees get more RSUs every year which vest 2 years later. The base pay for anyone at Amazon maxes out at \$160K per annum approx and rest of the pay is through RSUs. There are a few exceptions to this pay structure, but for most people the above holds true.

What does this have to do with employee motivation, because most companies pay in RSUs? Amazon RSUs are heavily loaded in future years. Amazon has understood that money itself is not a huge motivator especially once you have already earned it. However, 'hope for money' is a huge motivator and it keeps people going. It is like a huge carrot in front of you that keeps getting bigger as you w



Does that mean Amazon employees earn more over time? May be not. Consider this. Over time, most people in the workforce gain more experience and get promoted so they should anyways earn more over time. At Amazon, employees get visibility of their future pay today and that becomes a motivating factor. Employees feel motivated to run towards that future and work hard for it. Yes, there are many other motivating factors like learning and growth opportunities, and I am **not** discounting those factors. However, I definitely think that the future loaded pay structure based on RSUs is one of the main factors.

Advantages: Employees stay motivated and focus on work instead of thinking about their pay every now and then. Company pays people in RSUs, instead of cash making it easier to manage free cash flows. It becomes difficult for competitors to attract the loyal employees of Amazon who would have large number of unvested stocks.

Disadvantages: If stock goes down, the pay drops significantly and company has to somehow make up for it. Generally, the company pays more RSUs again future loaded.

Overall, I strongly believe that the pay structure and stock based compensation works heavily in favor of Amazon.



AMAZON motivates employees to do work hard and work promptly towards achieving the future goals by providing career growth opportunities, positive work environment, etc.



CHAPTER - 2

LITERATURE REVIEW

2.1 Literature Review

Author/Researcher	Title of the Article/Study	Objectives & Outcome	Gap/s Identified
Irum Shahzadi and Ayesha Javed (2014)	Impact of Employee Motivation on Employee Performance.	To study factors that are influencing employee motivation and find the effect of employee motivation on employee performance.	The data was collected based on old questionnaires and literatures.
Nnaeto Japhet Olusadum & Ndoh Juliet Anulika (2018)	Impact of motivation on employee performance: A Study of Alvan Ikoru Federal College of Education	To identify the difference and relationship between performance appraisal and performance management.	Reason for the dissatisfaction of the employees were not clear from the collected data.

<p>Bono, J. E. (2001)</p>	<p>Relationship of core self-evaluations traits self-esteem, generalized self-efficacy, locus of control, and emotional stability with job satisfaction and job performance: A meta-analysis.</p>	<p>To understand and analyse the employee job satisfaction and job performance:</p>	<p>As it was small budget project only small sample size was targeted and data were collected.</p>
<p>Ngari Evelyne, Stephen Muathe, James Kilika(2018)</p>	<p>Mediating Effect of Motivation on Employee Performance in Private Equity Firms ,Kenya</p>	<p>To determine the effect of task identity, skill variety, autonomy, feedback and task significance on employee performance in the organization.</p>	<p>The impact of demographic factors such as age, education and psychological state of employee could have been also tested to determine the performance as a result of motivation.</p>

<p>Maja Rozman, Sanja Treven, Vesna Cancer (2017)</p>	<p>Motivation and Satisfaction of Employees in the Workplace</p>	<p>To investigate the difference between satisfaction and motivation of employees with different age group.</p>	<p>Majority of the respondents were mostly from the age 26-32 years old.</p>
<p>Quratul-Ain Manzoor (2015)</p>	<p>Impact of Employees Motivation on Organizational Effectiveness</p>	<p>To identify the relationship between employee motivation and organizational effectiveness.</p>	<p>The study is completely theoretical; real time application is not emphasized.</p>
<p>Jacqueline Mayfield (2018)</p>	<p>Effective leader talk in work place</p>	<p>To analyse the impact of leaders effective communication on employee's performance at work place.</p>	<p>Research needs to include more longitudinal and experimental design for broader outcome.</p>



CHAPTER - 3

RESEACH STUY

3.1 Problem Definition

Employees motivation allows management to meet the company's goals and the motivated employees can also lead to increased productivity and allow an organisation to achieve higher levels of outputs but if the employees are not motivated then the employees becomes demotivated and it is difficult for the organisation to meet its goals.

Hence, the fundamental nature of this study is to find out that what are the monetary and non- monetary motivational factors that motivates the employee's and its impact on the job performance of the employee's in the IT Sector.

3.2 Need of the Study

The basic need of the study is to identify the motivational factors and its impact on employee's performance as motivation plays a vital role on employee's performance and productivity of the organisation.

Hence, a project is conducted to see how different variables motivate employees and support the organization to improve the performance of employees.

3.3 Objectives of the Study

1. To study the key factors which are needed to galvanize employees in the IT Sector.
2. To study the effect of monetary and non-monetary benefits provided by the organizations on the employee's performance.
3. To assess the relationship between the motivation and performance.
4. To find strategies to enhance the motivation level.

3.4 Hypothesis

There is a positive correlation between the Employee's Motivation and Employee's Performance.



CHAPTER – 4

RESEARCH METHODOLOGY

4.1 Research Design

The type of research design used in this study is “**Descriptive Research**”. Descriptive research design involves summarizing and organizing of the data so that they can be easily understood.

The main purpose of this descriptive statistics is to provide a brief summary of the samples. This generally means that the descriptive statistics is not developed on the basis of probability theory.

DATA SOURCE

1. Primary data

Primary data was collected from the employees of the IT sector organization by using the close ended self-designed Questionnaire which as 19 statements on employees motivation.

2. Secondary data

It is gathered from the internet, journals, past records and reports.

i. **Sampling Methodology:**

The sampling methodology used is convenient sampling.

ii. **Sample size:**

The sampling size undertaken for this research is

50 employees of the different organizations comes under IT sector.

iii. **Research Tool:**

Percentage and correlation using SPSS software is used as a statistical tool to identify the positive correlation between employees motivation and employee performance.



CHAPTER – 5

DATA ANALYSIS AND

INTERPRETATION

5.1 Analysis and Data Interpretation

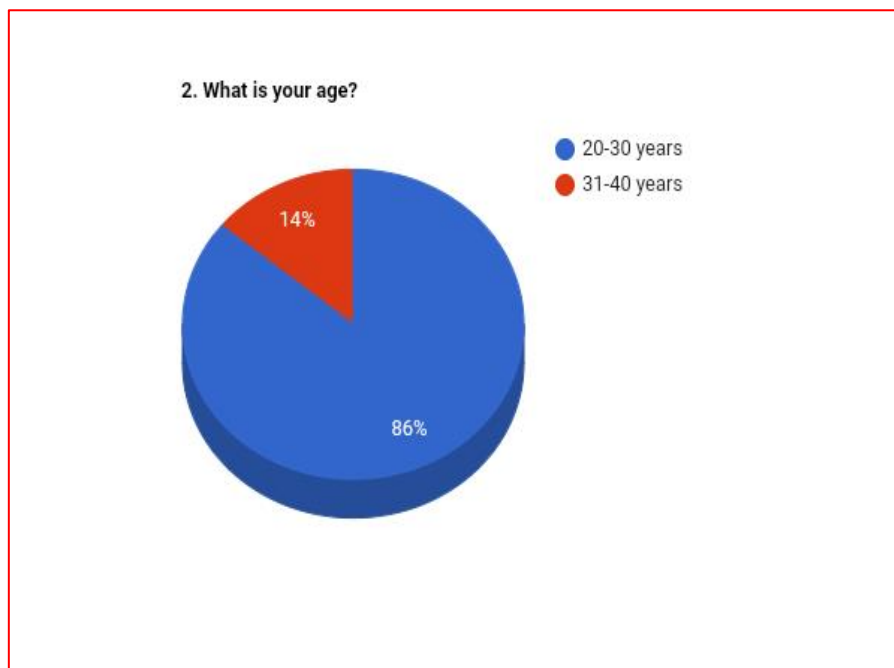
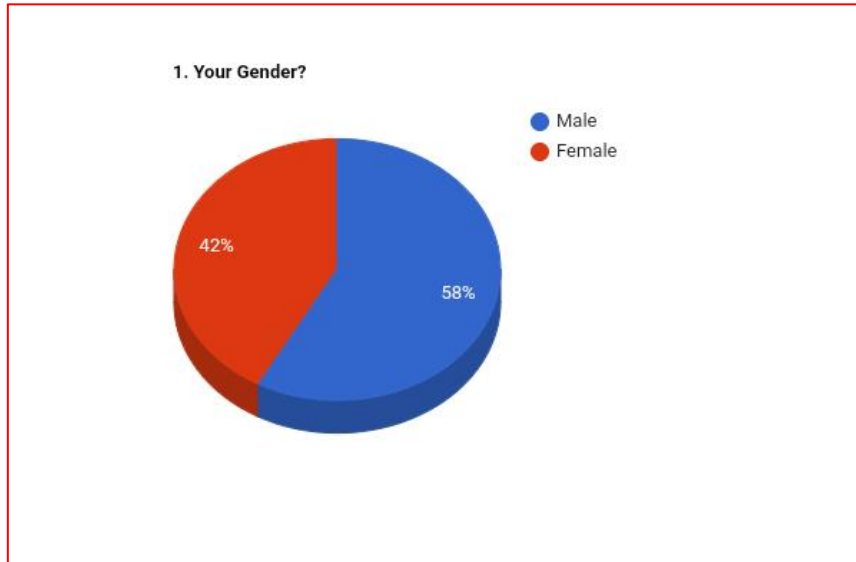
A. Demographic Information:

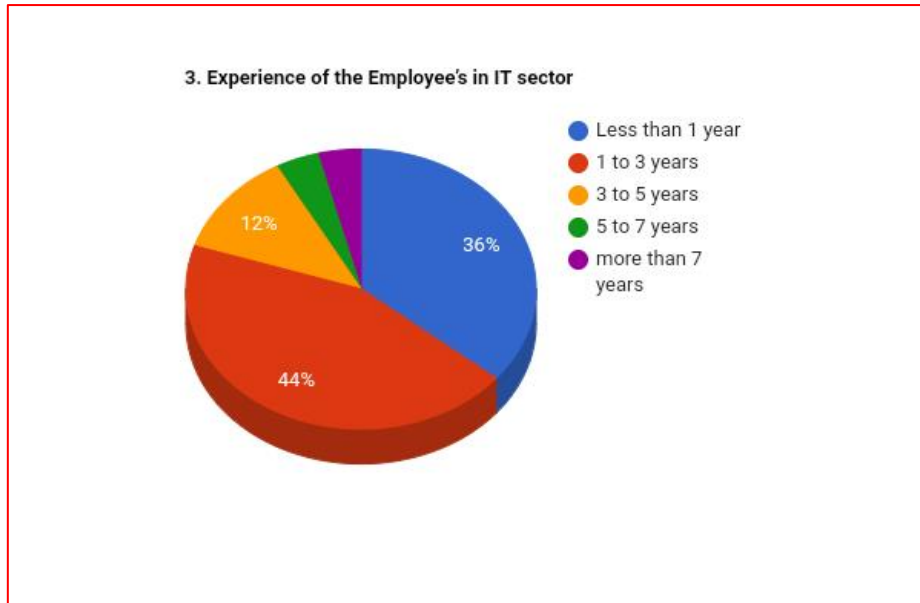
1. Analysis:-

Characteristics		Frequency (Sample Size=50)	Percentage
Gender	• Female	20	42%
	• Male	30	58%
Age	• 20-30 years	42	86%
	• 31-40 years	8	14%
	• More than 41 years	0	-
Experience	• Less than 1 year	14	36%
	• 1 to 3 years	28	44%
	• 3 to 5 years	8	12%
	• 5 to7 years	0	-
	• More than 7 years	0	-

Table No. 5.1 – Showing the demographic Information about Respondents

2. Charts Representation:-





3. Interpretation of Demographic Information:-

From the above analysis and charts representation, it is **concluded** that 58% of employees were Male and 42% were Female's. Whereas, 86% of employees were in the age group of 20-30 years and others 14% were in 31-40 years of age group. 36% of employees had less than 1 years of experience while, 44% had 1 to 3 years of experience and remaining 12% had experience of more than 3 years in the IT sector.

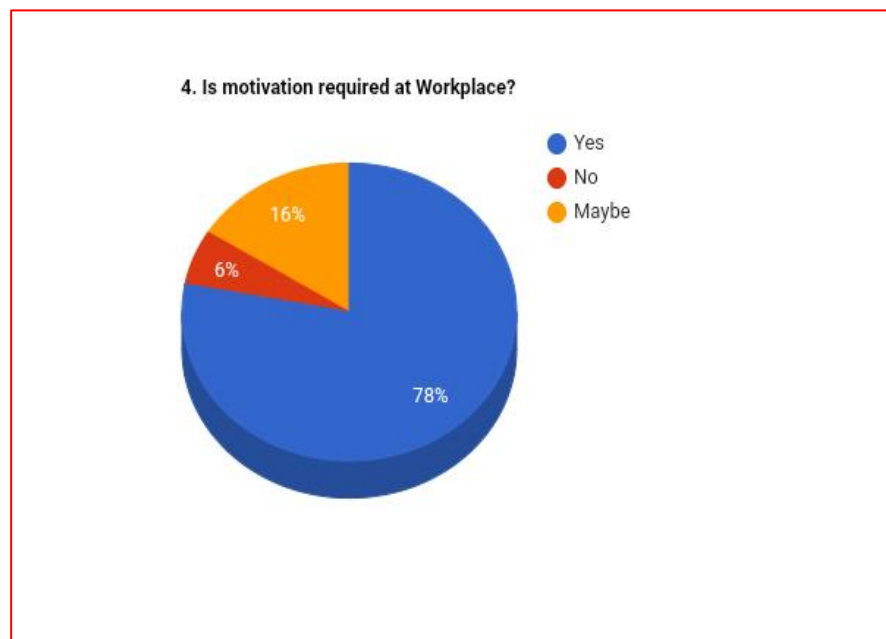
B. Employees Motivation Factors:-

4. Is motivation required at Workplace?

Particulars	Frequency	Percentage (%)
Yes	38	78
No	4	6
May be	8	16
Total	50	100

Table No. 5.2 - Showing requirement of motivation at workplace

Chart Representation:



Interpretation:

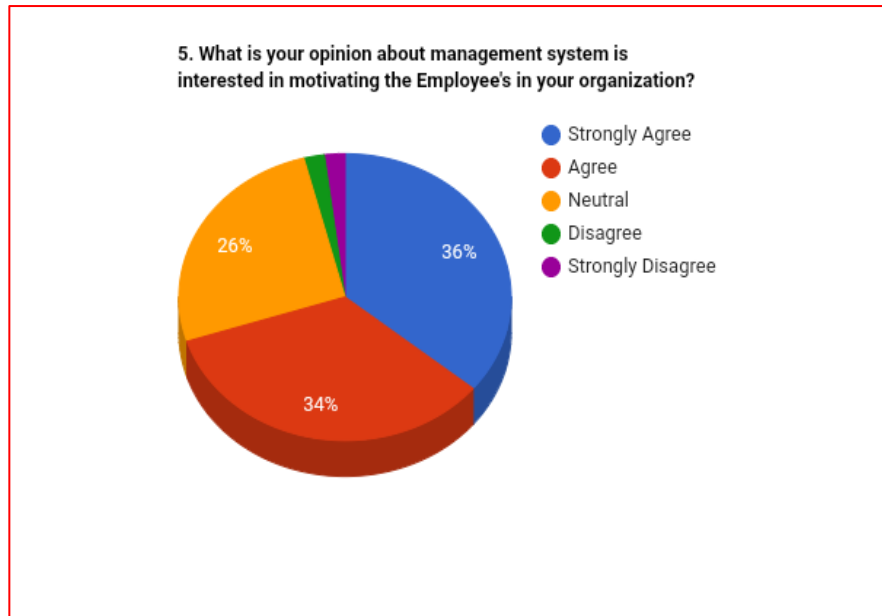
From study conducted, it was found that majority of the respondents in the organisation considered that motivation is required at the workplace. 78% employees said Yes, 6% said No and 16% employees were on may be side.

5. What is opinion about management system is interested in motivating the employees' in your organization?

Particulars	Frequency	Percentage (%)
Strongly Agree	21	36
Agree	16	34
Neutral	11	26
Disagree	1	2
Strongly Disagree	1	2
Total	50	100

Table No. 5.2 – Showing results for management system interest in motivation

Chart Representation:



Interpretation:

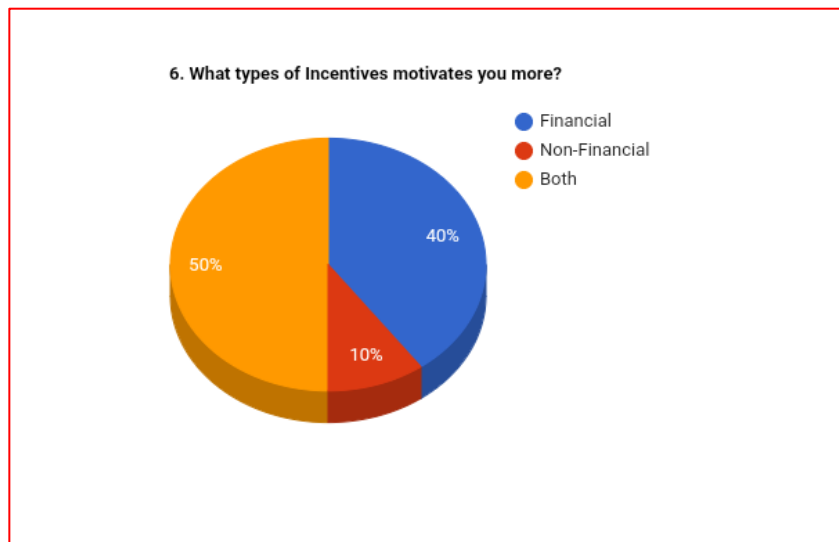
From the study, it is found that, 36% employees were strongly agree, 34% were agree, 26% were on neutral side and other 2% are strongly disagreeing for motivating employees in their organization.

6. What types of incentives motivates you more?

Particulars	Frequency	Percentage (%)
Monetary	20	40
Non- Monetary	5	10
Both	25	50
Total	50	100

Table No. 5.3 – Showing results for types of incentives motivates employees

Chart Representation:



Interpretation:

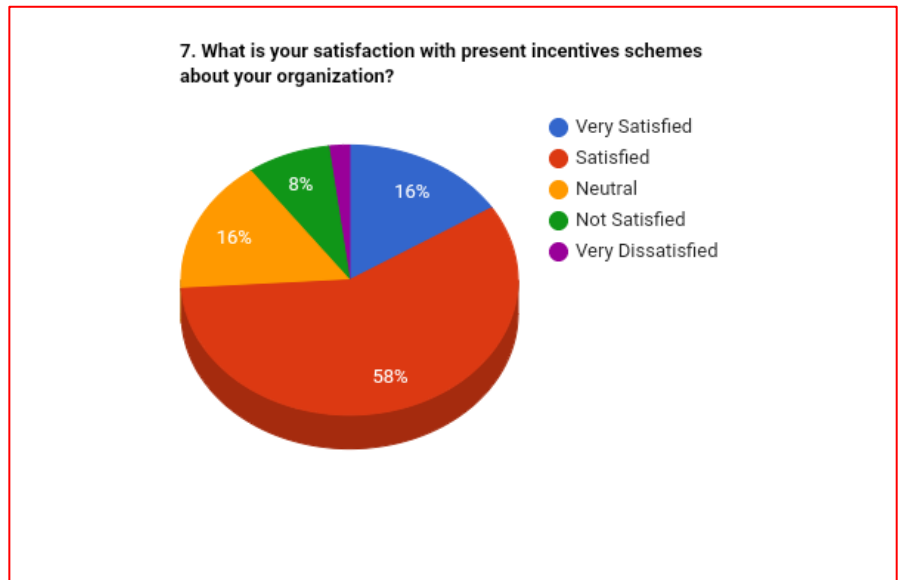
From the study, it is found that, Both Monetary and Non-Monetary incentives motivates employees which were 50% of respondents, where 40% employees only for monetary incentives and remaining 10% were only for Non-Monetary incentives.

7. What is your satisfaction with present incentives schemes about your organization?

Particulars	Frequency	Percentage (%)
Very Satisfied	7	16
Satisfied	31	58
Neutral	7	16
Not Satisfied	4	8
Very Dissatisfied	1	2
Total	50	100

Table No. 5.4 – Showing results for satisfaction with present incentives schemes

Chart Representation:



Interpretation:

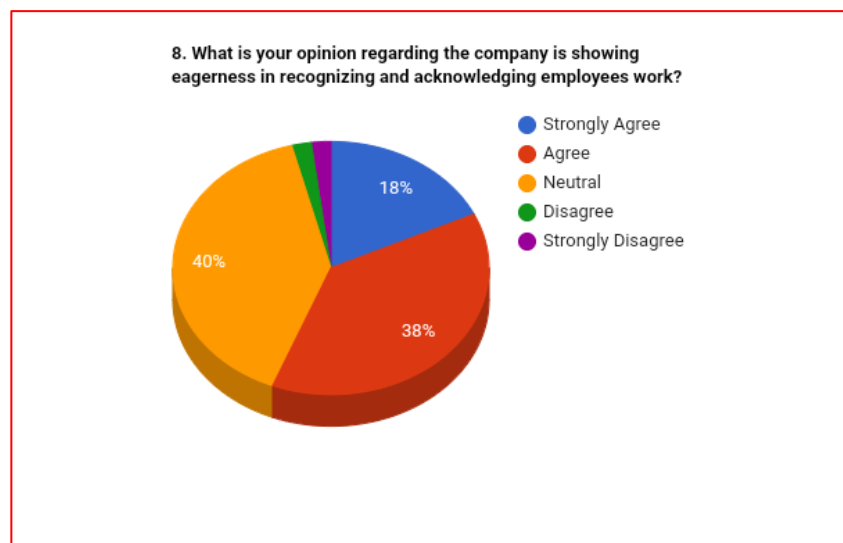
From the study, it is concluded that, 16% employees were very satisfied, 58% employees were satisfied, 16% employees were neutral, 8% employees were not satisfied, and remaining 2% employees were very dissatisfied for present incentives schemes going in their organization.

8. What is opinion regarding the company is showing eagerness in recognizing and acknowledging employees work?

Particulars	Frequency	Percentage (%)
Strongly Agree	6	18
Agree	19	38
Neutral	23	40
Disagree	1	2
Strongly Disagree	1	2
Total	50	100

Table No. 5.5 – Showing results for acknowledgement of employees work

Chart Representation:



Interpretation:

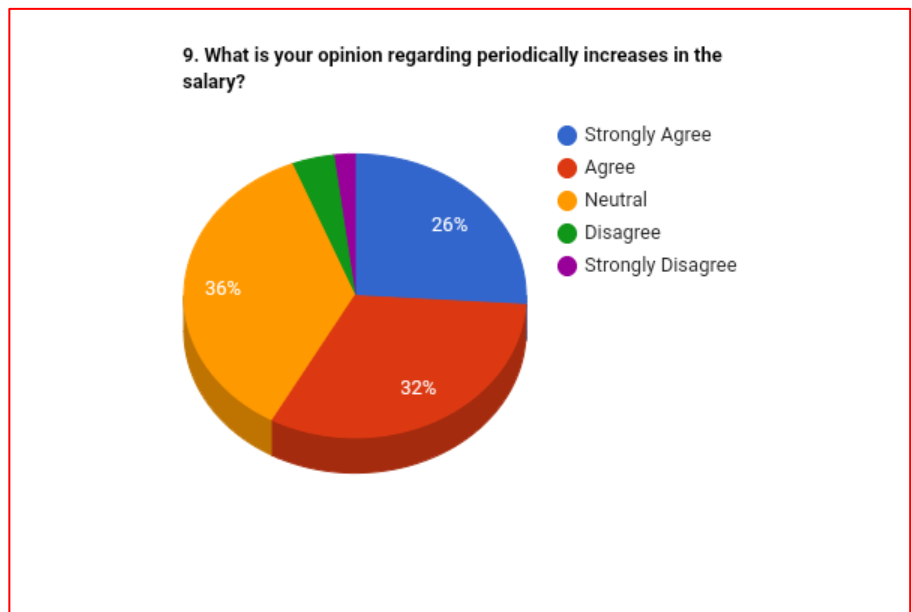
From the study, it was revealed that, 18% respondents strongly agree, 38% respondents agree, 40% respondents were on neutral platform, and remaining 2% respondents were disagreeing for showing eagerness towards recognizing and acknowledging employees work.

9. What is opinion regarding periodically increases in the salary?

Particulars	Frequency	Percentage (%)
Strongly Agree	11	26
Agree	14	32
Neutral	22	36
Disagree	2	4
Strongly Disagree	1	2
Total	50	100

Table No. 5.6 – Showing results for periodically increases in the salary

Chart Representation:



Interpretation:

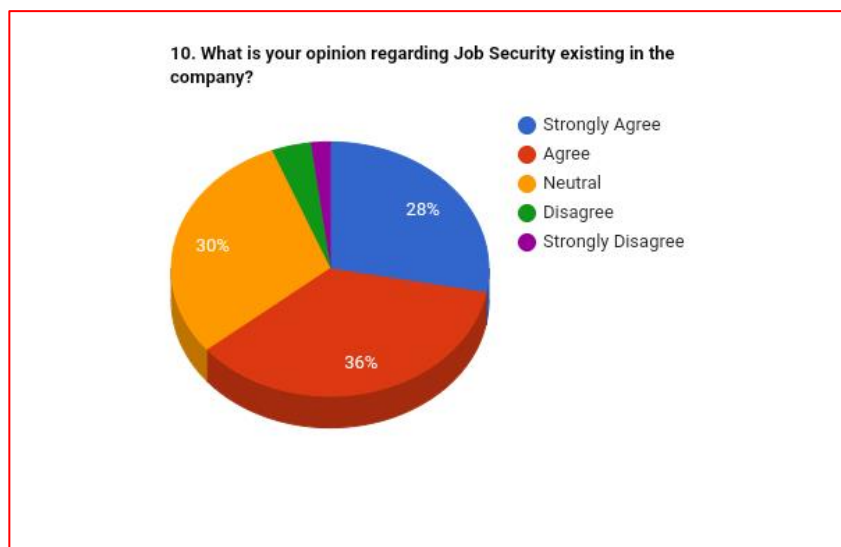
From the study, it is concluded that 26% respondents strongly agree, 32% respondents agree, 36% respondents were on neutral platform, and remaining 6% respondents were disagreeing for periodically increment in their salary.

10. What is opinion regarding Job Security existing in the company?

Particulars	Frequency	Percentage (%)
Strongly Agree	11	28
Agree	21	36
Neutral	15	30
Disagree	2	4
Strongly Disagree	1	2
Total	50	100

Table No. 5.7 – Showing results for Job Security existing in the company

Chart Representation:



Interpretation:

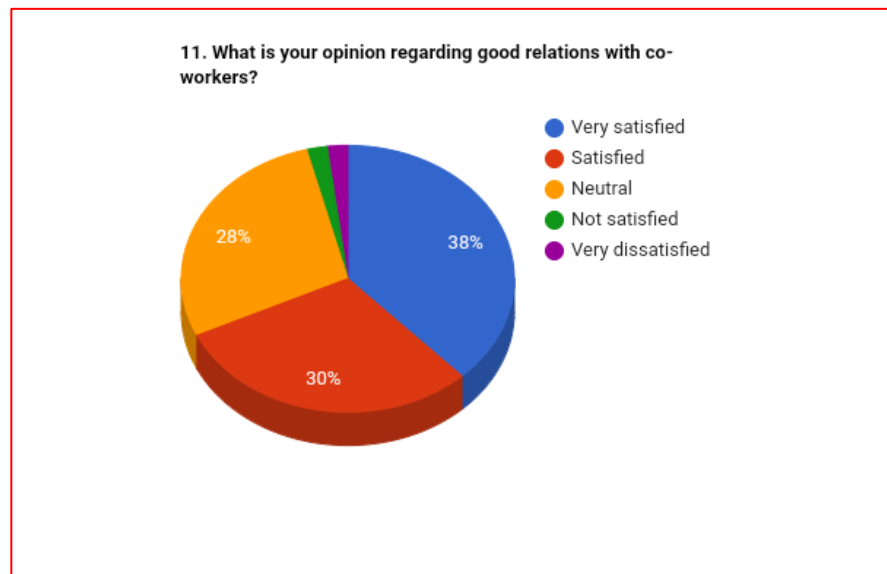
Further revealed that, 28 % respondents strongly agree, 36% respondents agree, 30% respondents were on neutral platform, and remaining 6% respondents were disagreeing for Job Security existing in the company.

11. What is opinion regarding good relation with co-workers?

Particulars	Frequency	Percentage (%)
Very Satisfied	20	38
Satisfied	16	30
Neutral	12	28
Not Satisfied	1	3
Very Dissatisfied	1	1
Total	50	100

Table No. 5.8 – Showing results for good relation with co-workers

Chart Presentation:



Interpretation:

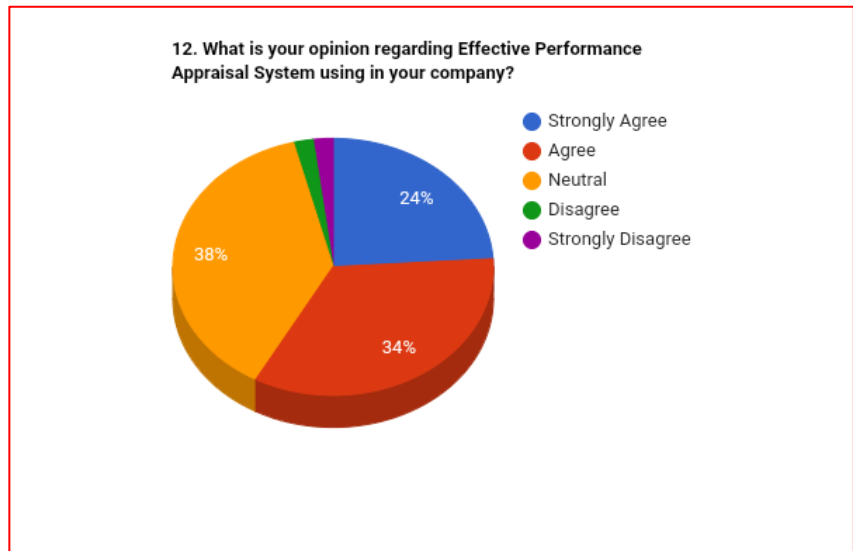
From the study, it is concluded that, almost 38% of respondents were very satisfied, 30% of respondents were satisfied, 28% of respondents were on neutral side, and remaining 4% were disagreeing for having good relation with co-workers.

**12. What is opinion regarding Effective
Performance Appraisal System using in your
Company?**

Particulars	Frequency	Percentage (%)
Strongly Agree	11	24
Agree	15	34
Neutral	21	38
Disagree	2	3
Strongly Disagree	1	1
Total	50	100

**Table No. 5.9 – Showing results for Effective
Performance Appraisal System using in the
Company**

Chart Presentation:



Interpretation:

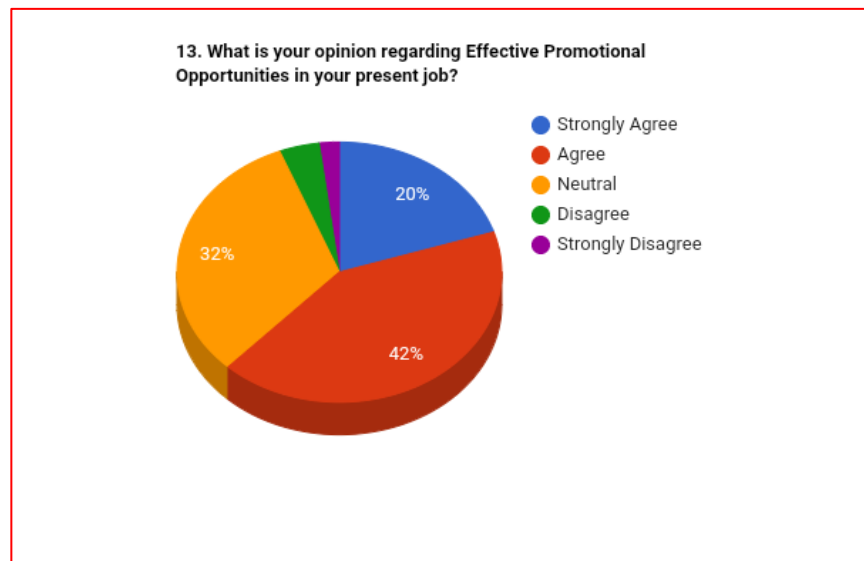
Further revealed that, 24 % respondents strongly agree, 34% respondents agree, 38% respondents were on neutral platform, and remaining 4% respondents were disagreeing for presence of Effective Performance Appraisal System in their company.

13. What is opinion regarding Effective Promotional Opportunities in your job?

Particulars	Frequency	Percentage (%)
Strongly Agree	9	20
Agree	23	42
Neutral	15	32
Disagree	2	4
Strongly Disagree	1	2
Total	50	100

Table No. 5.10 – Showing results for Effective Promotional Opportunities

Chart Representation:



Interpretation:

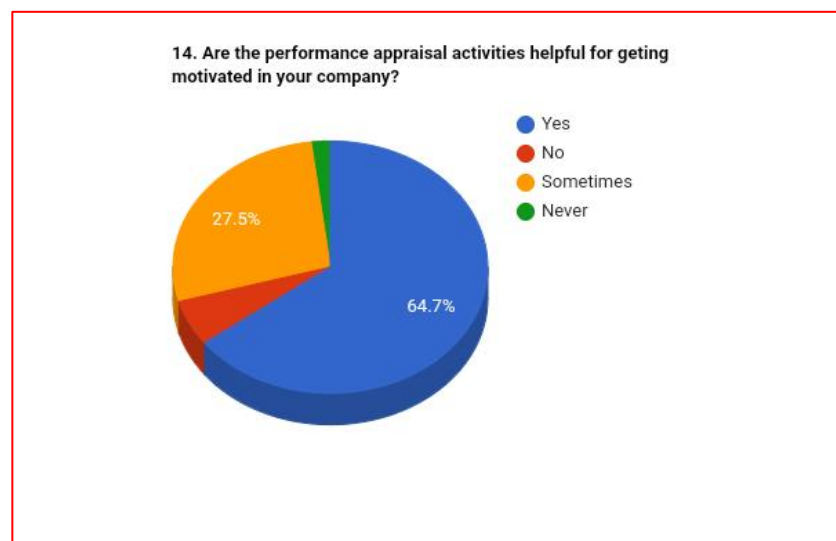
From study, it is concluded that, 20 % respondents strongly agree, 42% respondents agree, 32% respondents were on neutral platform, and remaining 6% respondents were disagreeing for presence of Effective Promotional Opportunities in the job.

14. Are the Performance Appraisal activities helpful for getting motivated in your company?

Particulars	Frequency	Percentage (%)
Yes	33	65
No	3	6
Sometimes	14	27
Never	1	2
Total	50	100

Table No. 5.11 – Showing results for Performance Appraisal activities

Chart Representation:



Interpretation:

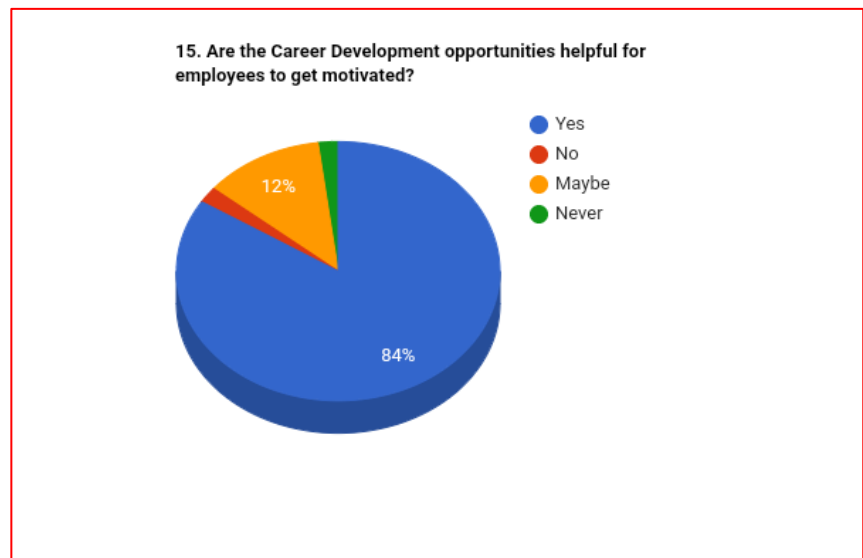
From the study conducted it is found out that almost 65% of respondents were finding performance appraisal activities helpful for getting motivated and 27 % are agreeing on that sometimes it is helpful during the working period in an organization.

15. Are the Career Development opportunities helpful for employees to get motivated?

Particulars	Frequency	Percentage (%)
Yes	33	84
No	3	3
May be	14	12
Never	1	1
Total	50	100

Table No. 5.12 – Showing results for Career Development opportunities for motivation

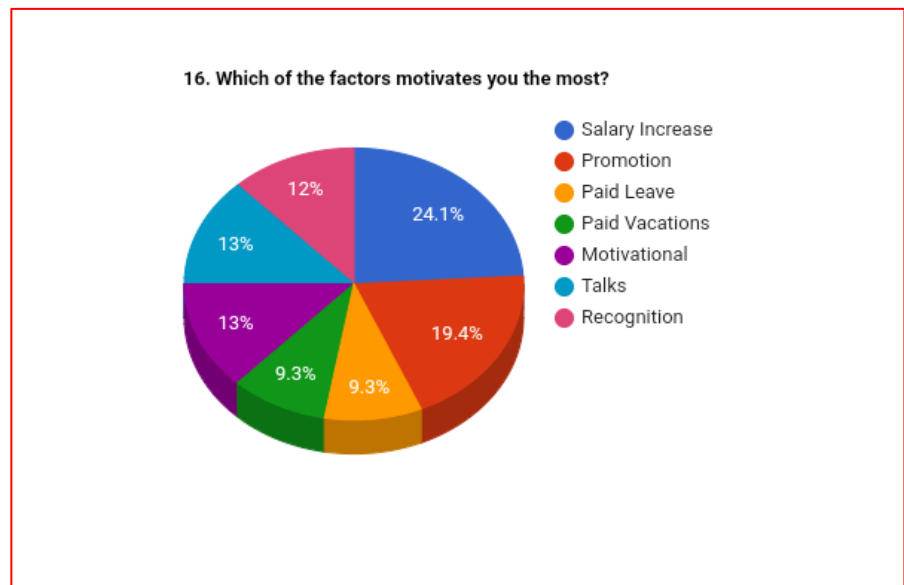
Chart Representation:



Interpretation:

From the conducted survey, it is found out that, most of the respondents were said yes for finding career development opportunities helpful to get motivated whereas, 12% of them thinks that maybe they feel motivated at some point.

16. Which of the factors motivates you the most?



Interpretation:

Following are the factors which motivates employees the most:

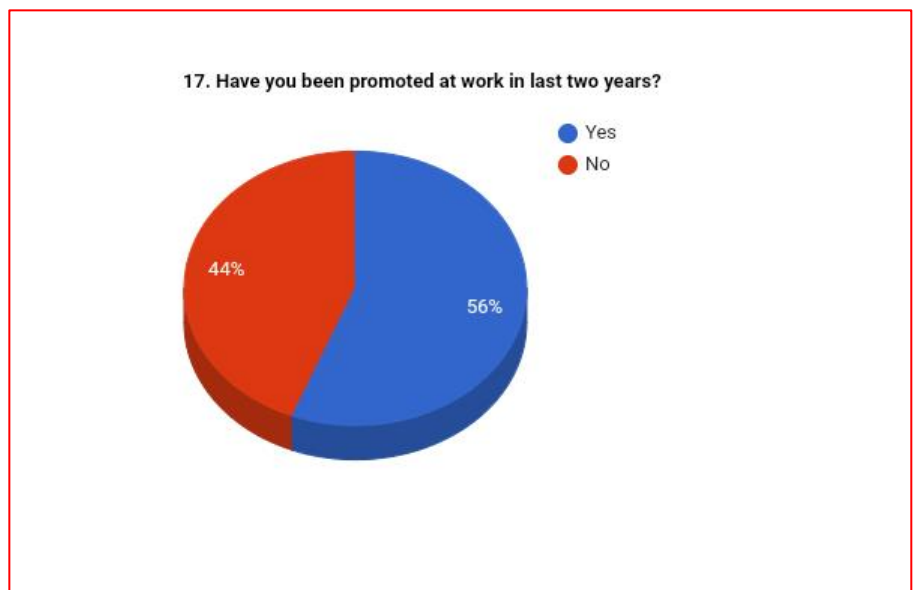
- Salary Increase - 24%
- Promotion - 19%
- Paid Vacations - 9%
- Paid Leaves - 9%
- Motivational Talks - 13%
- Recognition - 13%
- Incentives - 12%

17. Have you been promoted at work in the last two years?

Particulars	Frequency	Percentage (%)
Yes	32	56
No	18	44
Total	50	100

Table No. 5.13 – Showing results for promotion of employees in the last two years

Chart Representation:



Interpretation:

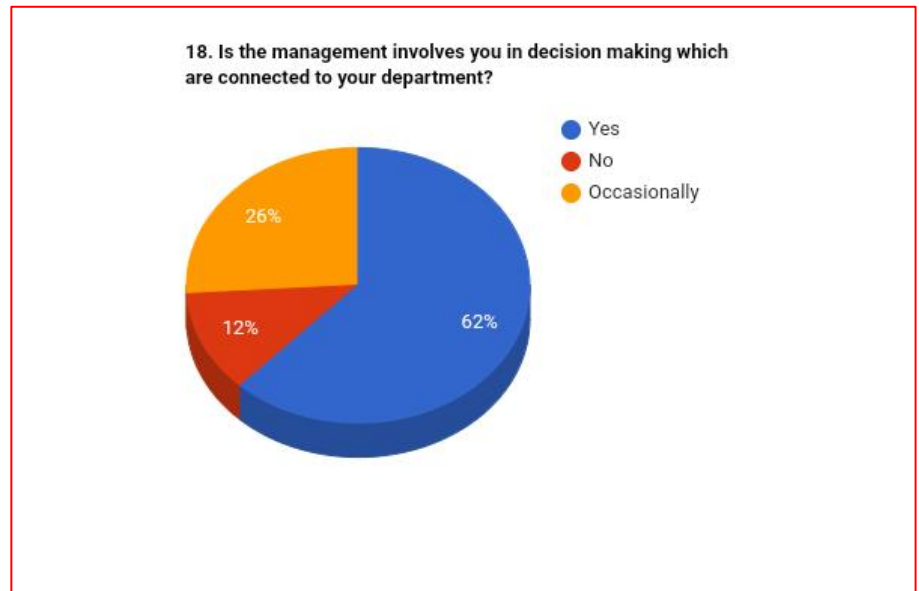
It is founded that in the past 2 years, 56% of employees were gets promoted while 44% were on same position in an IT sector company.

18. Is the Management involves you in decision making which is connected to your department?

Particulars	Frequency	Percentage (%)
Yes	29	62
No	7	12
Occasionally	14	26
Total	50	100

Table No. 5.14 – Showing results for involvement of employees in the decision making

Chart Representation:



Interpretation:

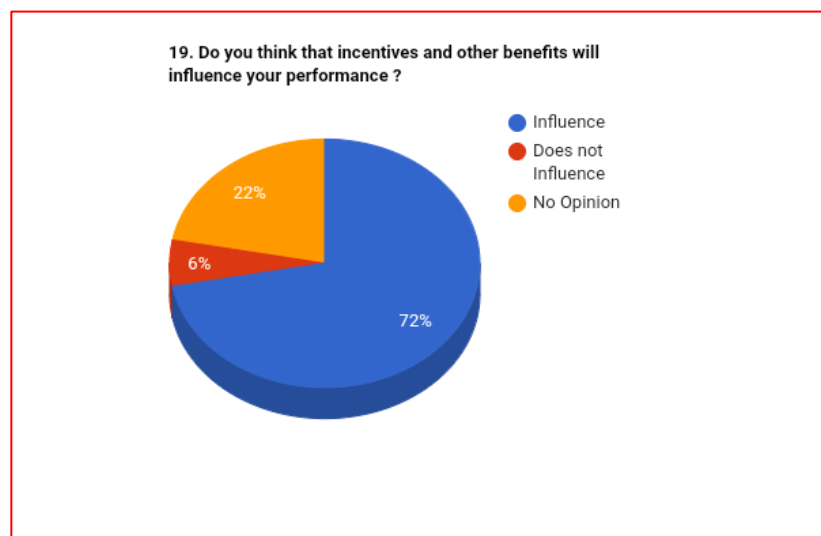
From the study, it is found that, 62% of employees were getting involved in the decision making which are connected with the department and 26% of employees are occasionally involved and remaining 12% were not involve in decision making process in an organization.

19. Do you think that incentives and other benefits will influence your performance?

Particulars	Frequency	Percentage
Influence	34	72
Does not Influence	2	6
No opinion	14	22
Total	50	100

Table No. 5.15 – Showing results for providing incentives and other benefits on the performance

Chart Representation:



Interpretation:

It is concluded that, about 72% of respondents gets influenced for improving their performance by getting incentives and other benefits from the company, whereas, 6% does not get influenced and other 22% respondents had no opinion on the particular question.

5.2 Hypothesis Testing

The correlation between the employee's motivation and employee's performance is positive or not?

Table No. 5.15: Showing the correlation between employee performance and motivational factors

Particulars	Salary	Promotion	Motivational Talks	Recognition	Incentives
Employee Performance	0.24	0.19	0.13	0.13	0.12
Pearson Sig.	0.04	0.03	0.03	0.02	0.01
N	50	50	50	50	50
Correlation	Positive	Positive	Positive	Positive	Positive
Conclusion	hypothesis Proved	hypothesis Proved	hypothesis Proved	hypothesis Proved	hypothesis Proved

Analysis:

From the above correlation table, it is found that, the significance value of salary, promotion, motivational talks, recognition and incentives with respect to employee's performance is less than 0.05 and it is positively correlated. Hence, there is a **positive correlation** between employee's motivational factors (salary, promotion, motivational talks, recognition, incentives) and employee's performance in the organisation. As a result of this the hypothesis is accepted.

Interpretation:

Using SPSS software correlation was found between the employee's motivational factors such as salary, promotion, motivational talks, recognition and incentives for the work performed and employee's performance and from the results it was proved that there is a positive correlation and significant relation between the motivational factors and employee's performance.



CHAPTER – 6

CONCLUSION

6.1 Conclusion of the Study

This study was carried at **different organizations which comes under IT sector**. Various aspects of the organization related to employee motivation such as salary, increments, promotion, recognition, etc. were studied as part of project.

A study was also carried out on the topic “**An Analysis on Employees Motivation and Its Impact on Employees Performance in the IT sector**”.

The study was conducted to understand the various motivational factors implemented in organisation in order to motivate the employees.

The most important objective of the study were to analyse about the various factors leading to motivation of employees and to assess the relationship between the motivation and performance at different organizations which comes under IT sector.

Using **SPSS** software correlation was found between the employee's motivational factors such as salary, promotion, motivational talks, recognition and incentives for the work performed and employee's performance and from the result it was proved that there exist a positive correlation and also significant relation among the motivational factors and employee's performance.

Hence, the major findings of the study are the motivational factor such as salary, promotion, motivational talks, recognition and incentives as a significant relation on the employee's performance at organisation

Overall the study was very helpful. It helped for understanding various employees' motivational factors aspects of the organization. It enhanced my knowledge about work culture and style of an organization and gave me practical exposure to the theoretical aspects learned.



CHAPTER – 7

LIMITATION

7.1 Limitations of the Study

1. The study was restricted to 50 sample size only.
2. Process of Primary data collection is time consuming.
3. The study was limited to short period only.
4. It was difficult to fill the form from the respondents and gain information as they were busy with their work.



CHAPTER - 8

FINDINGS

8.1 Findings of the Study

1. Most of the employees agreed on that the motivation is required at the workplace.
2. Monetary as well as Non-Monetary both are important for the employees.
3. Companies are showing interest in recognizing and acknowledging employees work at the workplace.
4. Most of the employees agreed on the periodically increment in the salary in their organization.
5. Career Development Opportunities, Job Securities in the IT sector companies are found out on priority basis.
6. Most of the employees are satisfied on the good relation with their co-worker in an organization.



CHAPTER – 9

SUGGESTIONS

9.1 Suggestions

Following are the some of the suggestions to the companies who comes under IT sector, based on the findings and conclusion of this study on employee motivation and its impact on employee's performance for the purpose of increasing the performance of the employees in organisation.

1. Promote internal employees rather than external recruitment.
2. Encourage open end communication.
3. Provide hybrid mode facility to the employees'.
4. Arrange more Management Games for employees' involvement.
5. Provide employees' Professional Development Training for enhancement of their Professional Skills.



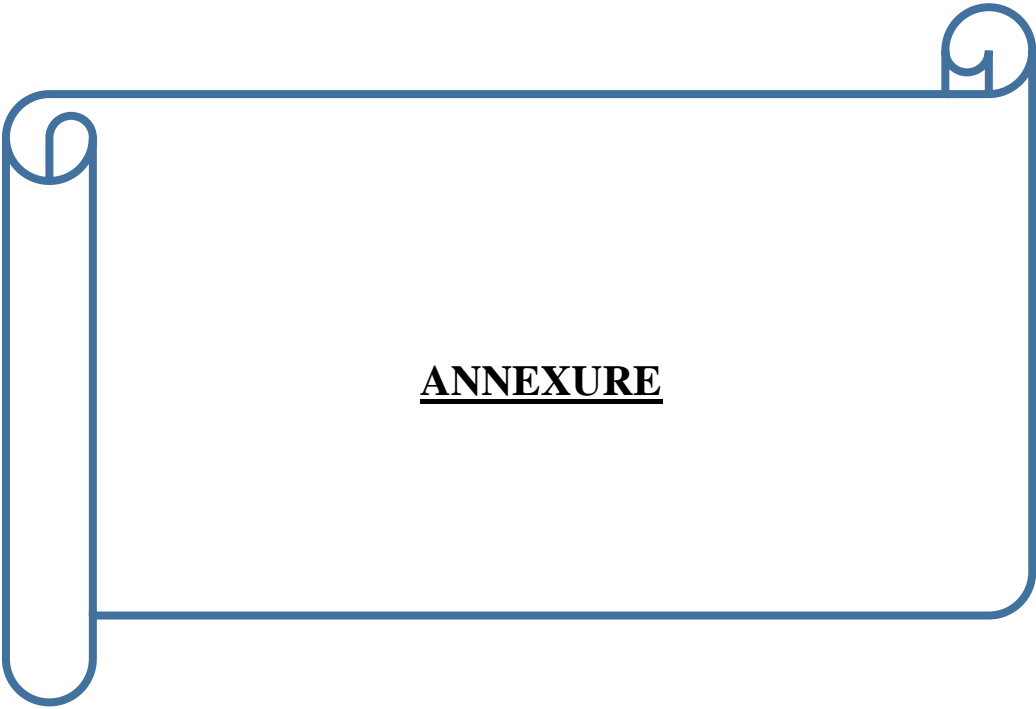
CHAPTER – 10

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[THEORIES OF MOTIVATION](#)
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11. [https://www.researchgate.net/publication/343236413 Employee Motivation](https://www.researchgate.net/publication/343236413_Employee_Motivation)



ANNEXURE

11.1 Questionnaire of employee's motivation and employee's performance survey

(Note: This research is part of MBA academic project. Identity of the respondent will be kept confidential and information will not be disclosed anywhere.)

A. Demographic Information

1. Name (optional):

2. Age:

- 20-30 years
- 31-40years
- Others

3. Gender:

- Male
- Female

4. Company Name:

- TCS
- Infosys
- HCL Technologies
- Cognizant
- Others

5. Designation:

- Executive
- Functional
- Assistant
- Senior
- Junior
- Manager
- Associate
- Others

6. Experience:

- Less than 1 year
- 1 to 3 years
- 3 to 5 years
- 5 to 7 years

B. Factors that Motivates Employees

1. Is Motivation required at Workplace?

- Yes
- No
- Maybe

2. What is opinion about management system is interested in motivating the employees' in your organization?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

3. What types of incentives motivates you more?

- Monetary (Financial) Incentives
- Non- Monetary (Non -Financial) Incentives
- Both

4. What is your satisfaction with present incentives schemes about your organization?

- Very Satisfied
- Satisfied
- Neutral
- Not Satisfied
- Very Dissatisfied

5. What is opinion regarding the company is showing eagerness in recognizing and acknowledging employees work?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

6. What is opinion regarding periodically increases in the salary?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

7. What is opinion regarding Job Security existing in the company?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

8. What is opinion regarding good relation with co-workers?

- Very Satisfied
- Satisfied
- Neutral
- Not Satisfied
- Very Dissatisfied

9. What is opinion regarding Effective Performance

Appraisal System using in your Company?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

10. What is opinion regarding Effective Promotional

Opportunities in your job?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

11. Are the Performance Appraisal activities helpful

for getting motivated in your company?

- Yes
- No
- Sometimes
- Never

12. Are the Career Development opportunities helpful for employees to get motivated?

- Yes
- No
- Maybe
- Never

13. Which of the factors motivates you the most?

- Salary Increase
- Promotion
- Paid Vacations
- Paid Leaves
- Motivational Talks
- Recognition
- Incentives

14. Have you been promoted at work in the last two years?

- Yes
- No

**15. Is the Management involves you in decision making
which is connected to your department?**

- Yes
- No
- Occasionally

**16. Do you think that incentives and other benefits will
influence your performance?**

- Influence
- Does not Influence
- No Opinion