Master's Thesis On

THE IMPACT OF MOTIVATION PROGRAMS ON EMPLOYEES PERFORMANCE

FOR THE PARTIAL FULFILMENT OF THE REQUIREMENT

FOR THE AWARD OF

MASTERS OF BUSINESS ADMINISTRATION

Under the guidance of

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Submitted By

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CERTIFICATE

This is to certify that the Master's Thesis "**The Impact of Motivation Programs on employee's performance**" has been prepared by Ms. Tabinda Quadri under my supervision and guidance. The project report is submitted towards the partial fulfilment of 2 year, Full time Master of Business Administration.

Mr. Sumit Rastogi

Date

DECLARATION

I, Tabinda Quadri, Roll No.20GSOB2010107, student of School of Business, Galgotias University, Greater Noida, hereby declare that the Master's Thesis on "**The impact of motivation programs on employee's performance**" is an original and authenticated work done by me.

I further declare that it has not been submitted elsewhere by any other person in any of the institutes for the award of any degree or diploma.

Tabinda Quadri

Date

ABSTRACT

The research is intended to examine the impact of motivation on employee performance. The research is basically carried out to determine the level of effectmotivation has on employee performance.

Employees are the heart of any organization. For any organization to operate smoothlyand without any interruption, employee cooperation cannot be replaced with anythingelse. It is of utmost importance that the employees of an organization not only have a good relationship with the top management, but also they maintain a healthy and professional relationship with their co-workers.

The following study is self-conducted research on how motivational tools impact the performance of employee for betterment. The study also focused on de-motivation factors affecting employee performance negatively. A sample of individuals was selectedand was interviewed with a self-administrated questionnaire to obtain primary data.
The data was analysed using descriptive statistical analysis methods. The results obtained indicate that if employees are positively motivated, it improves both theireffectiveness and efficiency drastically for achieving organizational goals.

ACKNOWLEDGEMENTS

I would first like to thank my thesis advisor Professor Sumit Rastogi of Department of Management at Galgotias University .The door to Prof. Rastogi's office was always openwhenever I ran into a trouble spot or had a question about my research or writing. He consistently allowed this paper to be my own work, but steered me in the right direction whenever he thought I needed it.

I would also like to thank the experts who were involved in the validation survey for this research project .Without their passionate participation and input, the validation survey couldnot have been successfully conducted.

I would never have words to express my gratitude and indebtedness to my mentor Mr. Sumit Rastogi under whose continuous guidance, encouragement, inspiration and motivation as wellas keen interest in my work, I was able to complete this work

Finally, I must express my very profound gratitude to my parents and to my parents for providing me with unfailing support and continuous encouragement throughout my years ofstudy and through the process of researching and writing this thesis. This accomplishment would not have been possible without them

Tabinda Quadri

CONTENTS

CHAPTER 1

INTRODUCTION

1.INTRODUCTION

Managers and leaders spent a great time on how to motivate employees. They inform and explain the organization vision to employee and influence them to behave in ways that ensure achievement of organizational goal, through motivation. Various scholars explain and define the concept of motivation differently and many scholars come up with theories concerning motivation.

Vroom theory of motivation, Hertzberg two factor theory of motivation and expectancy theory of motivation among others. One of the greatest challenges to the organization is to make all employees contribute to the success of the organization in a moral and socially responsible way. Due to dynamic and competitive organizational environment, organizations need to realize the importance and value of employees.

The main purpose of the study is to establish the relationship between employees' motivation and their performance towards the organization. The research was carried out to see if there is any link between motivation and performance and which one will lead to the other. There are three main research objectives and they include; the factors that influence employee motivation, the challenge organization face as they implement motivation and the effect motivation has on employees' performance.

1.1 THEORIES OF MOTIVATION

1.2 Maslow's Hierarchy of needs

Human behaviour is goal-directed. Motivation cause goal-directed behaviour. It is through motivation that needs can be handled and tackled purposely. According to Maslow's Hierarchy, needs were categorized into 5 types/ levels from lower to higher order of needs. Individuals must satisfy lower order of needs before they approach higher order. Satisfied needs will no longer motivate. Motivating a person depends on knowing at what level the person is at of hierarchy. Lower Order (External): Physiological, Safety etc. Higher Order (Internal): Social, Esteem, Self-actualization etc.

1.3 McGregor's theory X and theory Y: Theory X assumes that, workers have little ambition; dislikes work, avoid responsibility and require close supervision. People don'tlike to work and try to avoid it. So, managers have to control and threaten people to get them to work. People prefer to be directed and tend to resist change. People are gullibleand not bright.

Theory Y assumes that, workers can exercise self-direction, desire responsibilities and like to work. People don't naturally dislike work and work is natural part of their lives. People are internally motivated to reach objectives to which they are committed to. People are also committed to goal attainment. They will both seek and accept responsibility under favourable condition. People have capacity for innovation insolving problems. According to this theory democratic management is preferable.
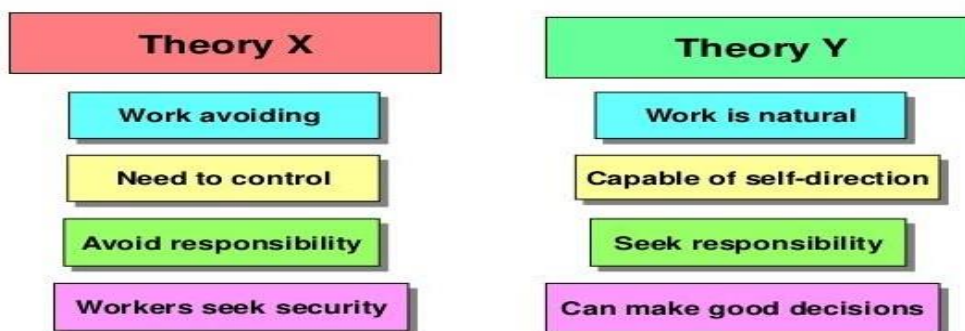
1.4 Herzberg's Motivation Hygiene theory: Job satisfaction and dissatisfaction arecreated by different job factors. They are – Motivators: Achievement, Recognition, Work itself, Responsibility, Advancement, Growth etc. Hygiene factors: Supervision, Companypolicy, Relation with supervisors, working condition Salary status, Security, Relation
with peers, Subordinate etc. Three needs theory McClelland's three needs theory refers that, every person has one of three driving motivators. Those are the need for achievement, affiliation or power. They aren't inherent we develop them through culture and life experience.
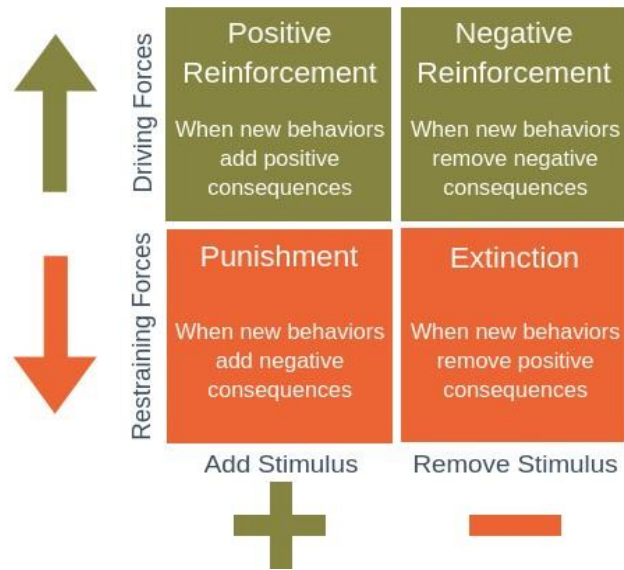

Goal setting theory: Goal setting theory was first introduced by Edwin Locke in 1960. The basic assumption of goal-setting is that goals are immediate regulators of human actions (Locke et al., 2008).

This theory refers to effects of setting goals on subsequent performance. Edwin Locke researched that, individuals who set specific, difficult goals performed better than those who set easy and simple goals. Some of the important features of this theory are: The willingness to work for attainment of goals, Specific and clear goals, Specific and challenging goals, Better and appropriate feedbacks of the results, etc.

Reinforcement theory: This theory refers that we can change anyone's behaviour by using reinforcement, punishment and extinction. Rewards are used to reinforce behaviour we want and punishment to prevent behaviour we don't want. Extinction is to stop someone from practicing learned behaviour at all feedback of the results etc.

Reinforcement Theory of Motivation

Driving Forces

Positive Reinforcement — When new behaviors add positive consequences

Negative Reinforcement — When new behaviors remove negative consequences

Restraining Forces

Punishment — When new behaviors add negative consequences

Extinction — When new behaviors remove positive consequences

Add Stimulus +

Remove Stimulus −

Equity theory

Robbins (2003) and Adams (1963; 1965, in Harder, 1991) explain that the equity theory is a theory that centre's on perceived fairness of an individual. An employee reflects on how much effort he has expended and compares this to what he has got from it. Based on the idea that, individuals are motivated by fairness and if the find / identify inequity in the input or output ratio of themselves and their referent groups then they will seek to adjust their input or output to reach their perceived equity. External equity arises when employee use comparisons to others who have the same job but work in different organizations. Internal equity occurs when employees compare themselves to others who have different job but work in the same organization.

CHAPTER 2

LITERATURE REVIEW

LITERATURE REVIEW

<u>Concept of Motivation</u>: Along with perception, personality, attitude and learning, motivation is an important part of understanding behaviour.

Luthan (1998) defines motivation as, "a process that starts with a physiological deficiency or need that activates a behaviour or a drive that is aimed at a goal incentive."

Ebrahimi, and Watchel, (1995) state that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives. It is a firm belief of management researchers that, organizational goals are unattainable without enduring commitment of the members of the organization. Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999). The Motivation refers to the resolution of achieving a goal, marked by a goal directed behaviour.

When we refer to someone being motivated, we imply that the individual is trying hard to perpetrate a certain task. However, motivation alone can't suffice what we require to consummate that task with utmost efficiency. Ability having the skill and knowledge to perform that task is also significant in this regard. Sometimes it becomes the determinant of effectiveness

Employee: Employees are always directly influenced by the motivation to satisfy their esteem, physiological safety, social safety, psychological and self-actualization levels. Herzberg (1965) defined job satisfaction as recognition, responsibility, and opportunity for advancement as employee motivation factors. Separating satisfiers and dissatisfies he identified dissatisfies as hygiene factors that influences health, comfort and social wellbeing. Removal of these factors will result in dissatisfaction of employees. Hygiene factors include company policy, interpersonal relations, working conditions, salary or job security. Herzberg (1965).

Decision making: Decision making autonomously motivates the employees to be aware of his rights in an organization. It favours the employee to maintain a higher degree of constancy between their ideas and works. By relating the motivational process and career exploration. Blustein (1988) suggested that,

- Career exploration varies in the way that individual develops and sustains motivation
- Autonomy and control orientations were positively related to self-exploration and in the utility of career decision making exploration
- Internal locus of control as one of the most important prediction, decision making allows the employees to realize their own identity and actions.
- Mazin (2007) indicated that, employees are influenced by both internal and external forces, but the impact of these forces depends a great deal of their own.

Productivity: Productivity is the ratio of output or production capacity of the workersin an organization. The ultimate essence of motivating employees is to meliorate productivity.

- Arnold (2005) indicated that, an effective employee is a combination of a good skill set and a productive work environment.
- Clark (2010) stated that, companies rely on employees to produce and deliver high-quality products and services.
- Clark (2010) also added that, employees are an influenced by a variety of forces both internal and external as they attempt to perform their job duties. That is directly related to productivity.

Organizational goals, Organizational Performances and Job satisfaction: For any organization the main reason behind running activities is to achieve organizational goals, a level of performance set up in terms of different factors. Organizational performance plays the principle role in attaining such goals. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

- Griffiths (2001) highlighted that, meeting personal goals help an employee stay motivated and feel about them to continue to produce.

By improving proficiency and employee connection motivation helps to improve performance and thus achieving organizational goals. As a psychological catalyst motivation turns the spirit to embodied object.

- Mary (1996) stated that, "Organizational effectiveness is an extent up to which, the organization fulfills its goals using certain resources and with placing strain on its members." I also helps to ensure the operative use of human resource, gratification of employees, mutual consistency, durability of workforce which are important factors for attaining the organizational goals, smoothing organizational performance and thus bringing about job satisfaction.

Different theories of motivation: Motivation is such a scheme which is applied to inspire, increase stamina and work ability by mentally conciliating the employees or workers to their work or job in an organization. In brief, Motivation is something which inspires one to work self-intentionally. Many contemporary authors have defined the concept of motivation.

Motivation has been defined as: the psychological process that gives behaviour purpose and direction (Kreitner, 1995) a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995) an internal drive to satisfy an unsatisfied need (Higgins, 1994) and the will to achieve (Bedeian, 1993).

For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

Glueck said about Motivation as "Motivation is the inner state that energizes channels and sustains human behaviour." In Encyclopedia of Management "Motivation refers to the degree of readiness of an organism to pursue some designed goal and implies the determination of the nature and locus of forces inducing the degree of readiness." Joe Kelly defined Motivation as "Motivation is a process whereby needs instigate behaviour directed towards the goals that can satisfy those needs."

CHAPTER 3

RESEARCH METHODOLOGY

The main purpose of this research work is to investigate the impact of employee motivation on employee .Sampling method will be used to get data. Questionnaire will be the main source of data collection .250 questionnaire will be distributed to various employees and will be given 10 days to fill the questionnaire and the analysis will only be based on the valid questionnaire. The research has two variables. The dependent variable which is employee performance and the independent variable which is employee motivation. The survey instrument contains two section. Section 1. The personal information about the respondent which include age group, gender, qualification, income and years spent in the organization. Section 2 which very importantto the study include all the variables such as employee motivation, intrinsic rewards, promotion, performance and training

3.1 PROBLEM STATEMENT

It has been examined that there are some elements that can impact employee performance and one of such elements is motivation. An employee expects to work in a conducive environment that facilitates their productivity, performance,or efforts.

It was noticed that there are many problems associated with motivation of employees towards their work performance due to a number of deviant behaviour work related behaviours such as absenteeism from work, labour turnover, delaying from work, poor morale of performing the work. This is as a result of poor working condition, lack of proper payment, unfair company policies and poor interpersonal relationship, tight supervision and lack of security. But later it has been realized that motivation is of great importance and that it should be the first thing to be considered. All these have contributed to poor performance of the workforce in the organization. So motivation has to be practiced in order to improve the performance and output of the employees inthe organization.

PURPOSE OF THE STUDY

The purpose of the study is to establish the relationship between employee motivation and their performance towards the organization.

Research objectives

- To establish the factors that influence employee motivation.
- To examine the extent to which financial incentives can motivates employee to put in their maximum effort in organizational set up.
- To find out why employee do fail to put maximum effort in their work
- To examine the effect of motivation on employee performance.

Research questions

- What are the factors that influence employee motivation?
- What are some of the effects of motivation on employee performance?
- What are the challenges that organizations face as they are trying to implement employee motivation?

3.2 RESEARCH DESIGN

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The purpose of using descriptive surveys is to collect detailed and factual information that describe an existing phenomenon.

The primary data is collected through this form of questionnaire and will be hand delivered to the target employees. The questions will be filled by the participating employees and were returned. After that, the results will be further analyzed using descriptive statistical analysis method to find out how the motivational factors affect their performance. This study will be a descriptive survey because it adopted the use of questionnaire aimed at finding the impact of employee motivation on organizational performance.

Ghauri et al (1995) proposed three types of research: exploratory research, descriptive research e. and casual research. The research design for this study is a descriptive survey through questionnaire. The purpose of using descriptive surveys was to collect detailed and factual information that describe an existing phenomenon.

The questions were filled by the participating employees and were returned. After that, the results were further analyzed using descriptive statistical analysis method to find out how the motivational factors affect their performance. This study is a descriptive survey because it adopted the use of questionnaire aimed at finding the impact of Employee motivation on organizational performance.

DATA COLLECTION INSTRUMENT

Descriptive method and questionnaires embedded with Likert scale will be used as main instruments for collecting necessary data to carry out this research work. We will be employing a self-administered questionnaire of descriptive type to collect primary data before analysing. This questionnaire is convenient in many ways. Firstly, the respondents answer at their convenience. Secondly, there is no need to set up interviewappointments. Furthermore, no interviewer is present to inject bias in the way of

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questions asked. Moreover, the low cost-per-completion makes it an economical method

Showing Target Population

GROUPS	FREQUENCY	NO OF EMPLOYEES INTERVIEWED
GROUP1	1	30
GROUP2	1	25
GROUP3	1	25
GROUP4	1	25
GROUP5	1	25
TOTAL		130

Sampling Design and Size

 A sample of about 130 people was selected from the target population, based on their designation and experience level. The sampling was done using stratified random sampling method, in which the population are divided into groups (in this case, designation wise and experience wise) based on factors that may influence the effect of motivation.

 In stratified random sampling, the strata (groups) are formed based on members' shared attributes or characteristics. Its advantages include minimizing sample selectionbias and ensuring certain segments of the population are not overrepresented or underrepresented.

GROUPS	FREQUENCY	SAMPLE SIZE	NO OF RESPONDENTS	SAMPLE POPULATION
GROUP 1	1	1	30	30
GROUP 2	1	1	25	25
GROUP 3	1	1	25	25
GROUP 4	1	1	25	25
GROUP 5	1	1	25	25
TOTAL				130

CHAPTER 4

MOTIVATION FACTORS

4.1 Impact of Employee Motivation on Performance(Productivity)

Doing Business all over the world is very challenging. Corporate performance and revenue growth are challenge by Internal and external operating environment factors. To survive in profitable way in the highly challenging and competitive global market economy, all the factor of Employee Retention &Production - machine, materials & men, – should be managed in a impressive way Among the factors of production the human resource constitutes the biggest challenge because unlike other inputs employee management calls for accomplished handling of thoughts, feelings & emotions to protected highest productivity. High productivity is a long-term benefits of Employee motivation Motivated employee is a valuable asset which delivers huge value to the _Organization_ in maintaining and strengthening its business and revenue growth.

Motivation: Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the persons. It is the process of inspiring people to actions to achieve the goals. In the work goal background the psychological factors motivating the people's behaviour can be-

 Job-Satisfaction

 Achievement

 Term Work, etc

 Need for Money

 Respect

One of the most important functions of management is to create enthusiasm amongst the employees to execute in the best of their abilities. Therefore the role of a leader is to arouse interest in presentation of employees in their jobs. The process of motivation consists of 3 stages:-

1. A felt need or oblige

2. A incentive in which needs have to be aroused

3. When needs are satisfied, the satisfaction or achievement of goals.

Employee satisfaction: Whether employees are happy and satisfied and pleasing their desires & need sat work. Many measures claim that employee satisfaction is a factor in employee motivation, employee goal. Achievement and positive employee confidence in the workplace. Employee satisfaction, while normally a positive in your organization, can also be a disappointment if ordinary employees continue because they are satisfied with your work environment.

Employee Performance: The activity of performance of doing something fruitfully by knowledge as famous from simply possessing it. A performance Comprises an event in which normally one group of people the performer or Performers act in a particular way for another group of people.

Productivity: Productivity is that which people can produce with the smallest amount effort, Productivity is a ratio to calculate how well an organization or individual, industry, country converts input belongings, labour, materials, machines etc. into goods and services.

Working Environment: Stresses, influences, and competitive, situation, civilizing, demographic, profitable, usual, political, regulatory, and environmental factors that affect the survival, operations, and development of an organization.

An individual's motivation is influenced by biological, intellectual, social & emotional factors. Motivation is a multi-faceted we cannot easily define to motivation, intrinsic driving force that can also be influenced by external factors.

Every person has activities, events, people, and goals in his or her life that he or she finds motivating. By using intrinsic satisfaction & extrinsic factor organizationcan inspire employee motivation at work. Fulfilling the employee's needs and expectations from work and the workplace factors that enable employee motivation - or not. These variables make motivating employees challenging.

Sometime employers fail to understand the importance of motivation in accomplishing their mission and vision. Even when they understand the significance of motivation, they lack the skill and knowledge to provide a work environment that fosters employee motivation.

Importance of Motivation

Motivation occupies an important place and position in the whole management process. This technique can be used fruitfully for encouraging workers to make positive contribution for achieving organizational objectives. Motivation is necessary as human nature needs some sort of inducement, encouragement or incentive in order to get better performance. Motivation of employee's offers may benefits to the Organisation and also to the employees. This suggests the importance of motivating employees.
Motivation acts as a technique for improving the performance of employees working at different levels.

Motivation of employees is one function which every manager has to perform along with other managerial functions. A manager has to function as a friend and motivator ofhis subordinates. Motivation is useful in all aspects of life and even our family life. The same is the case with business. This dearly suggests that motivation is extremely important. It is an integral part of management process itself.

4.2 Factors to Encourage Motivation.

◻ Management and leadership actions that allow employees,

◻ Believe about your employees strengths!

◻ Inquire employees what they want

◻ Teach employees to measure their own success.

◻ Crystal clear &regular communication about factors important to employees,

◻ Treating employees with respect,

◻ providing regular employee respect,

◻ Feedback and training from managers and leaders,

◻ Industry-average benefits and recompense,

◻ Carry an idea notebook

◻ Explain your reward systems.

◻ Inquire employees for information about their performance.

◻ Communicate!

◻ Stop Distracting Employees

Motivation is a helpful instrument in the hands of management in exciting the workforce. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization.

◻ Best utilization of resources: -

◻ Reduction in Labor Problems: -

◻ Sizeable increase in production and productivity:

◻ Basis of Cooperation.

⬚ Better Image: -.

4.3 The Effect of Motivation on Employee Productivity Motivated employees are inclined to be more productive than non-motivated employees. Most businesses make some pains to motivate workers but this is normally easier said than done. Employees are all individuals with different like's dislikes and needs, and different things will motivate each.

1. *Motivated Employees Are More Productive* **:** If employee will satisfied and happy then he/she will do his /her work in a very impressive way, and then the result will be good, on the other hand motivated employee will motivate other employees in office.

2. *Decision-making and practical Expectations***:** It is important to engage employees in the decision-making process, but create realistic expectations in the process.

3. *Job Description, Work Environment and Flexibility:* Employee doing the right job for his personality and skill set, and performing well at the job greatly increases employee motivation and satisfaction. A safe and non-threatening work environment is necessary to maintain a high level of employee motivation. Flexible human resource policies, flexible time, work from home, childcare also be liable to have happier and more motivated workers.

4. *Pay and Benefits* Keeping employees motivated with good benefits is easy. Where to draw the line at generous benefits that motivate all employees, versus raises and larger salaries to retain and attract the best workers and keep them happy and motivated to be working for you, are more difficult.

5. *Company Culture* Creating a positive and employee-friendly company culture is a great motivational tool.

Motivation of employees is one function which every manager has to perform along with other managerial functions. A manager has to function as a friend and motivator of his subordinates. It is an integral part of management process itself. Factors that encourage Employee's motivation:

- Belief in employees strengths

- Inquire employees what they want

- Teach employees to measure their own success

- Crystal clear &regular communication about factors important to employees

- Treating employees with respect

- Feedback and training from managers and leaders

- Industry-average benefits and recompense

- Carry an idea notebook

- Explain the reward system

- Stop Distracting Employees

Motivated employees are inclined to be more productive than non-motivated employees. If employee will satisfied and happy then he/she will do his /her work in a very impressive way, and then the result will be good, on the other hand motivated employee will motivate other employees in office. Job performance management is the process through which managers ensure those employees activities and outputs are congruent with the organization's goal. Therefore it is the organizations priority to ensure that motivational tools which encourages initiative and stimulates efforts from the employees are put in place for a better performance and deliverance of quality service. The performance of an employee is measured by the output that the individual produces and it is related to productivity. Productivity is defined variously as (i) that which people can produce with the least effort (ii) output per employee hour, quality considered (iii) the increased functional and organizational performance, including quality (iv) a ratio which measures how well an organization (or individual, industry, country) converts input resources (labour, materials, machines etc.) into goods and services. It is about aligning the organisational objectives with the employees agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce.

What are factors of motivation?

Factors of motivation are strategies, incentives, recognitions and any other elements that increase an employee's overall motivation to perform their duties at work. You can implement several different factors of motivation within your team or for yourself to increase productivity and satisfaction.

However, because each person is different, it's important to first take time to better understand what motivates specific groups of employees. For example, some employees may be motivated by bonus incentives, while others may find motivation in the opportunity to gain more paid-time-off (PTO) days.

Motivation refers to the process that guides and maintains behaviors that help employees work towards a particular goal or effectively perform tasks. The most common types of motivation include:

Extrinsic motivation: This type of motivation refers to factors that are outside of the person, such as bonuses, social recognition and praise.

Intrinsic motivation: Intrinsic motivation is a type of motivation that occurs within the individual. For example, personal gratification and a feeling of accomplishment are two types of intrinsic motivations.

4.4 13 factors of motivation

The following are several factors to consider to keep both you and your team motivated:

1. **Leadership style**
   Supervisors, managers and other leaders within a company play a significant role in their employees' motivation. The appropriate leadership styles encourage employees to develop objectives and goals in their positions, work towards those goals and help employees maintain that motivation throughout the course of their time at the organization. To be effective, leaders must determine the best leadership styles for each type of employee, as not all employees respond well to all leadership styles.
   The most common leadership styles include:

   - Autocratic
   - Democratic
   - Coaching
   - Authoritative
   - Affiliative
   - Laissez-fair
   - Transformational
   - Servant

   Understanding these styles and catering your leadership style to your team's needs ensures you effectively motivate them in the workplace. You can also let your manager know the type of leadership style that best motivates you to help them be a better leader and keep you motivated.

2. **Recognition and appreciation:** Appreciation and recognition are two important components of motivation within an organization. Offering recognition and praise not only makes employees feel accomplished and appreciated, but it also reinforces good performance and encourages employees to continue repeating the actions that led to the performance. The more employee behaviour is positively recognized, the more likely they are to repeat these behaviours and remain motivated in the workplace

3. **Meaning and purpose:** Employees who find a sense of meaning and purpose in their work often have higher levels of motivation than those who don't. Employees want to know that what they do is actually contributing to the organization's success and that their duties and accomplishments support the company's overall growth.
   It's helpful to ensure you understand how your role plays an integral part in your company's processes and success and that your work has meaning beyond simply completing tasks on time to earn a pay check.

4. **Positive company culture:** A company's culture can greatly impact employee motivation in the workplace. Many employees feel more valued and enjoy their work more when there is a strong company culture that supports employees and brings them together on a regular basis. Areas to focus on when increasing the positivity of company or team culture include the wellbeing of employees,

inclusion and equality among employees and compassion towards employees. You can also contribute positively as an employee and get more involved with your company's culture to keep yourself motivated.

5. Professional development opportunities Employees often feel more motivated at work when there are ample opportunities for growth and professional development. Giving employees opportunities to increase their skills and become more efficient in their positions instils a sense of accomplishment and pride that acts as a strong motivator for employees. Plus, offering employees the chance to hone their skills can ultimately impact an organization's overall success, making it a win- win situation for all involved

6. Job advancement opportunities: Another way in which employees become more motivated in the workplace is when a clear path of job advancement is emphasized. Employees who feel that they are stuck in one position and have no opportunity to grow within a company are more likely to become burnt out and lookfor other job opportunities. Ensuring employees understand a clear plan of progression within their position in the workplace can instill motivation to work towards a promotion, which can ultimately increase employee productivity. If you'reunsure whether you have opportunities to advance, speak with your manager and inquire about what's available to you.

7. Financial benefits: While financial benefits aren't a motivator for all employees, they can enhance many employees' overall motivation in the workplace. Putting in place different opportunities for employees to enjoy financial benefits for hard work is a great way to boost motivation and give employees a sense of accomplishment and appreciation. Examples of financial motivators include bonuses, raises, promotions, competitive benefits packages and additional paid time off.

8. Flexible work schedules: Offering employees the opportunity to create their own schedules or work flexible hours is another great way to instil motivation in your team. Flexible schedules allow employees to better accommodate family needs, holidays and other personal daily responsibilities that more rigid schedules often don't. For example, some employees work better in the mornings, while others do their best work in the afternoons or evenings. Giving them the option to choose their schedules allows employees to set up their workday in a way that is conducive to their preferences and needs and can keep employees motivated to accomplish their daily work goals.

9. Pride: Most employees want to feel proud of the work they complete and themselves as members of an organization. Team leaders can create a work environment that offers employees opportunities to feel proud of their work on a regular basis, which can ultimately promote increased motivation and productivity.

10. Open communication When employees feel that they can openly communicate with other employees and management, they are often more motivated in the workplace. Feeling closed off from others can lead to feelings of isolation and leave employees questioning if management cares about their success. Ensuring there is an open line of communication among employees of all levels can help alleviate issues quickly, encourage employees to communicate when they're experiencing challenges and keep employees motivated be fostering a sense of connection.

11. staying up-to-date on company matters

Keeping employees up-to-date on the latest company matters ensures that they feel part of something larger than just their day-to-day job. Rather than simply going to work to receive a pay check, employees who feel connected to their organization are more likely to enjoy their work and feel a sense of motivation in supporting the organization's success. Taking time each week or month to inform team members of the organization's latest information is a great way to keep everyone up-to-date and ensure employees are engaged within the workplace.

12. Job security Employees are often more motivated when they know they have job security with a company. It's important to regularly inform team members of their job security and to know that they are a valuable asset to the company.

13. A positive work environment Similar to a positive work culture, a positive work environment can also increase employee motivation. Work environment refers to both physical and non-physical factors that directly impact the environment of the workplace. Creating open spaces that entice the senses, implementing specific areas of the workplace that are committed to the wellbeing of employees and allowing employees to communicate with each other throughout the day can all work to increase motivation in a team.

CHAPTER 5

DATA ANALYSIS AND INTERPRETATION

DATA ANALYSIS AND INTERPRETATION

We used SPSS (Statistical Package for the Social Scientists) as a data management and statistical analysis tool which has a very versatile data processing capability. It is an electronically storing questionnaire data. Data is stored in a spreadsheet-like table similar to that of Microsoft Excel. It also generates routine descriptive statistical data for question responses, such as frequency counts of closed questions, distribution of multiple-choice question responses etc.

It creates graphical presentations of questionnaire data for reporting, presentations or publication which also explores relationships between responses to different questions collating open question responses. Background Information Before analyzing data the background information on the employees at different level has been shown throughout the following pi diagrams.
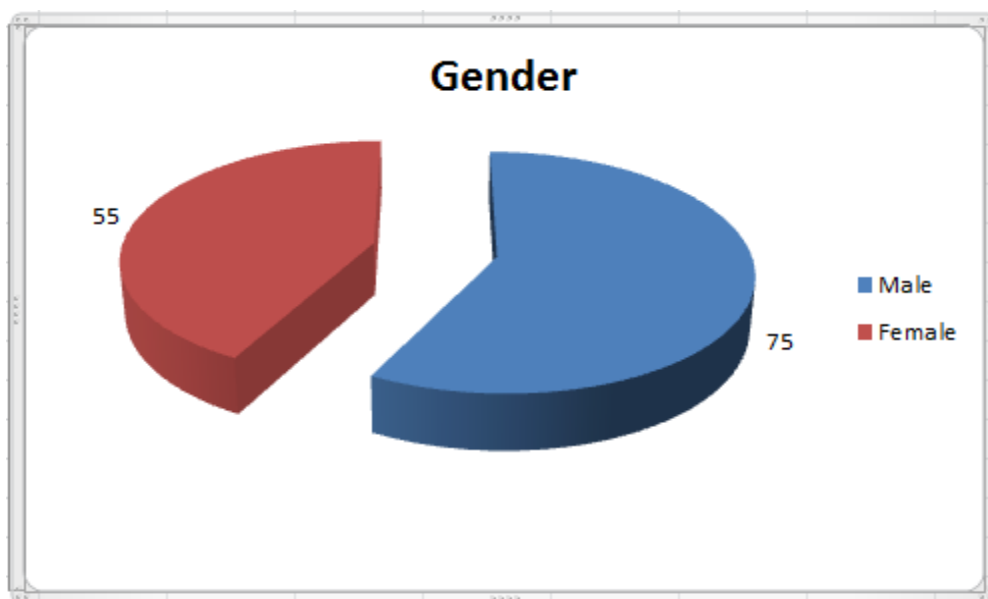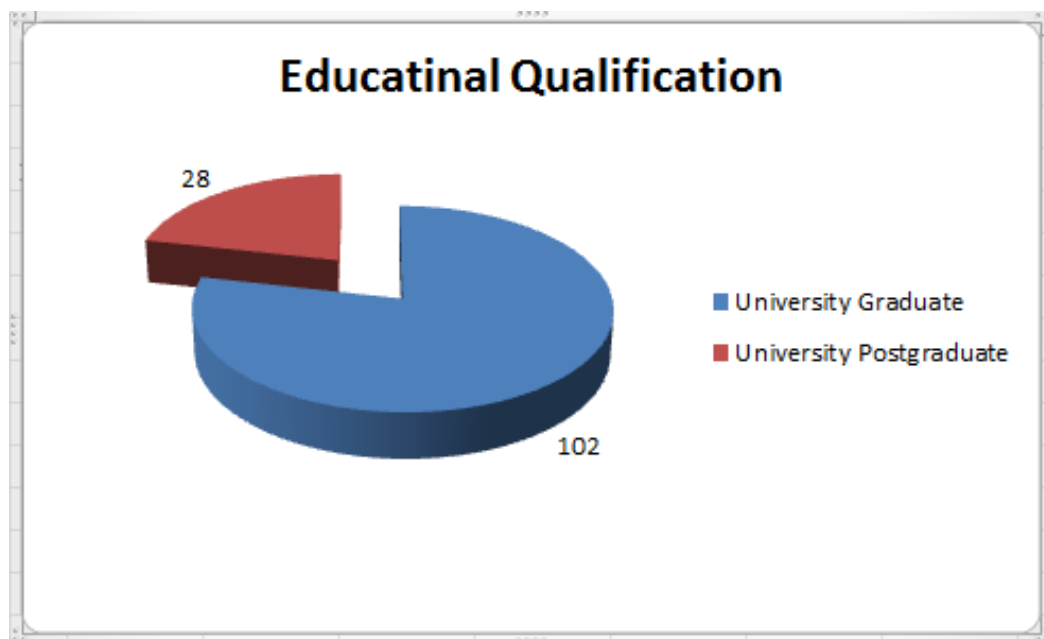

From the diagram above we see that, among the 130 people we conducted our research on, 42%, i.e. 55 individuals were female
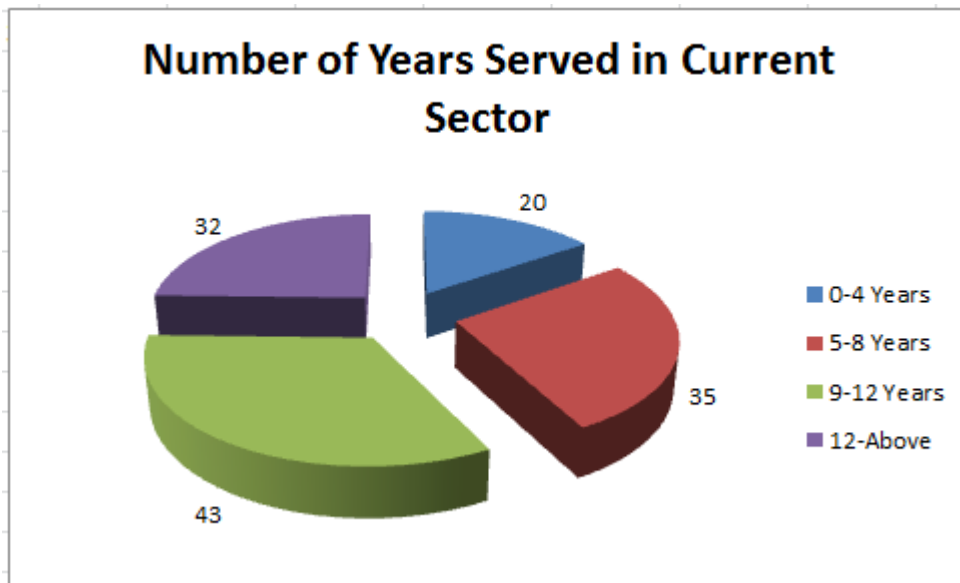
And 58%, i.e. 75 individuals were males
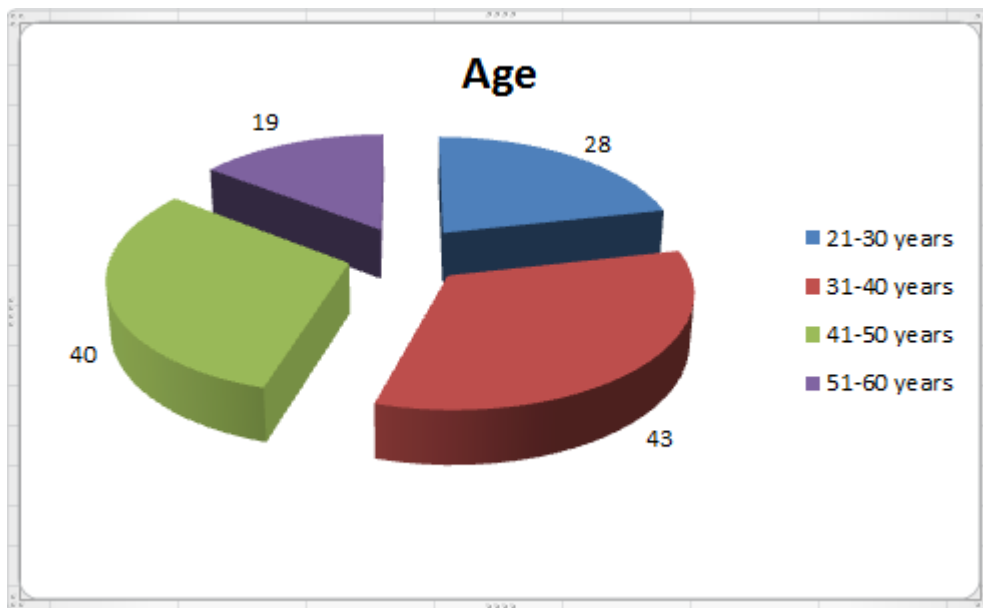
From the diagram above we see that, among 130 people we conducted research on, 28 individuals are of age 21-30 years, and 43 individuals are of age 31-40 years, 40 individuals

From the diagram below we see that, among 130 people we conducted research on, 102 individuals are University Graduate and 28 individuals are University Postgraduate

Number of Years Served in Current Sector

From the diagram above we see that, among 130 people we conducted research on, 20individuals are serving between 0-4 years, 35 individuals are serving between 5-8 years,43 individuals are serving between 9-12 years and 32 individuals are serving for morethan 12 years.

Effect of Extrinsic Motivation: We considered three factors as extrinsic motivation determinant; they are Salary, Monetary Incentives and Compensation Package.

| Statements	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Salary	90%	8%	2%	0%	0%
Monetary Incentives	68%	23%	6%	2%	1%
Compensation Package	77%	16%	6%	1%	0%

The result showed that, extrinsic motivation is a dominating factor for motivation employees. We considered three ramifications under this factor. Here, in case of salary, 90% respondents agreed that salary motivates employees to improve their performance meanwhile

8% agree with the fact, 2% are uncertain and no one disagrees. In case of monetary incentives, 68% respondents agreed that monetary incentives motivate employees to improve their performance

23% agree with the fact, 6% are uncertain, 2% disagree and 1% strongly disagree.In case of compensation packages, 77% respondents agreed that compensation packages motivate employees to improve their performance; 16% agree with the fact, 6% are uncertain, 1% disagree and none strongly disagrees.

Effect of Job enrichment and performance appraisal: We categorized this section into four different factors; they are work environment, responsibility, promotion and recognition and appraisal for work done.

Statements	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
WORK ENVIRONMENT	72 %	22 %	2%	3%	1 %
RESPONSIBILITY	52 %	19 %	7%	1%	9 %
PROMOTION	65 %	22 %	10 %	3%	0 %
RECOGNITION AND APPRECIATION FOR WORK DONE	72 %	18 %	6%	3%	1 %

Job Enrichment and Performance
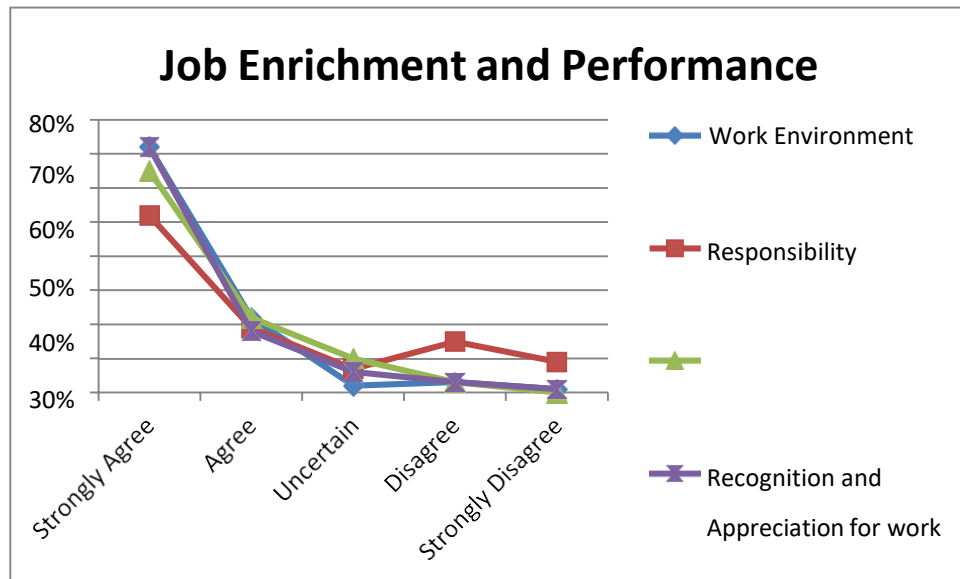
The study shows that job enrichment and performance appraisal is a very important psychological motivating factor. Here, in case of work environment, 72% respondents agreed that work environment motivates employees to improve their performance; meanwhile, 22% agree with the fact, 2% are uncertain, 3% disagree and 1% strongly disagree. In case of responsibilities, 52% respondents agreed that responsibilities motivate employees to improve their performance; 19% agree with the fact, 7% are uncertain, 15% disagree and 9% strongly disagree. In case of promotion, 65%% respondents agreed that promotion motivate employees to improve their performance; 22% agree with the fact, 10% are uncertain, 3% disagree and none strongly disagrees. In case of recognition and appraisal for work done, 72% respondents agreed that recognition and appraisal for work done motivate employees to improve their performance; 18% agree with the fact, 6% are uncertain, 3% disagree and 1% strongly disagree.

Effect of Relationships and security: Effect of relationships and security was divided into three sectors; Relationship with superiors, Relationship with peers and Job security.

| Statements		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Relationship	**with** 78%		15%	4%	2%	1%
Superiors						
Relationship	**with** 71%		16%	5%	6%	2%
Peers						
Job Security	73%		18%	9%	0%	0%

Relationships and Security
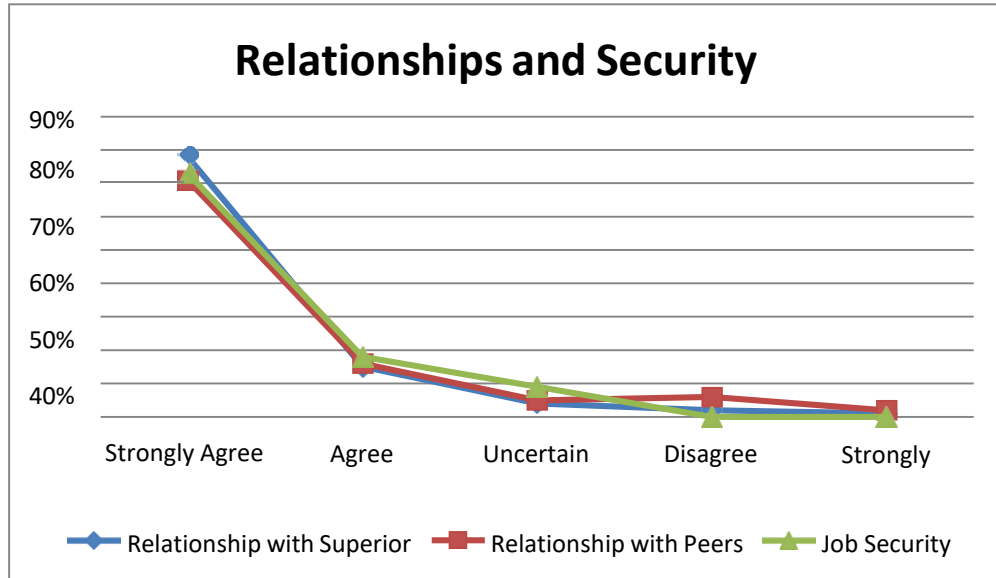
The result showed that, relationships and security is also a dominating factor for motivation employees. We considered three ramifications under this factor. Here, in case of Relationship with superiors, 78% respondents agreed that Relationship with superiors motivates employees to improve their performance; meanwhile, 15% agree with the fact, 4% are uncertain, 2% disagree and 1% strongly disagree. In case of Relationship with peers, 71% respondents agreed that Relationship with peers motivate employees to improve their performance; 16% agree with the fact, 5% are uncertain, 6% disagree and 2% strongly disagree. In case of Job security, 73% respondents agreed that Job security motivate employees to improve their performance; 18% agree with the fact, 9% are uncertain and none disagrees.

Effect of Authority to make decision and Growth Opportunity:

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Authority to make decision in order to complete task	53%	12%	25%	6%	4%
Growth Opportunity	76%	15%	5%	2%	2%

Authority to make decisions in order

To complete tasks
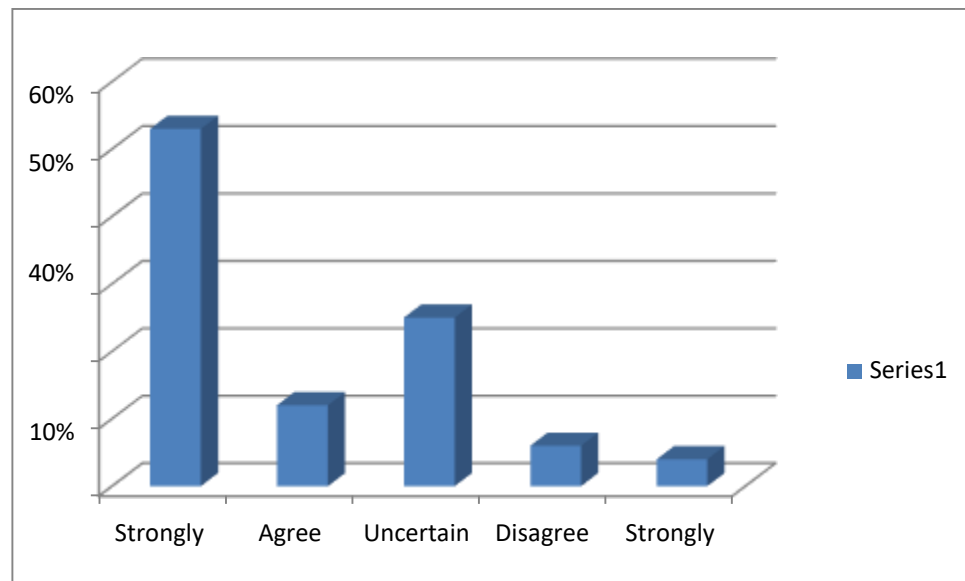
Here, in case of Authority to make decision, 53% respondents agreed that Authority to make decision. Motivates employees to improve their performance; meanwhile, 12% agree with the fact, 25% are uncertain, 6% disagree and 4% strongly disagree.

CHAPTER 6
RESULTS AND FINDINGS OF THE STUDY

SUMMARY & FINDINGS OF THE STUDY

From the data analysis above, we find that, there are two parts to data analysis; the first part provided the background data of the respondents and the second part represented elaborated expression about their response are showed in the form of percentage under each section whichare Extrinsic motivation, Job enrichment and performance appraisal, Relationships and security, Authority to make decisions and Growth opportunity.

1. **Effect of Extrinsic Motivation on employee performance:** From the study conducted above, it can be asserted with certainty that, extrinsic factors are great motivator as majority of the respondents thinks. So an effective scheme of monetaryand extrinsic rewards should be made. It is also to be kept in mind that, after a certain amount of time, employees may feel the requirement for more monetary incentives.

2. **Effect of Job enrichment and performance appraisal:** Job enrichment and performance appraisal are also a decent motivation factors. The effects of these factors are more on the psychological perspective. If the working environment is good, the employee will perform with more convenience and ease. Similarly, if theemployee is aware of the fact that his/her good performance is being appraised by the top management and subordinates, then surely better performance can beexpected. Nonetheless in some cases, the employees may feel pressurized by excessive workload and responsibility which that case works as a de motivator.

3. **Effect of Relationships and security:** Relationships with superiors and peers are also important as deducted from the survey above. Similarly job security has also apositive effect on employees' performance as they feel more secured doing their job knowing that they are secured with their job. That's why it is better to provide a legal agreement during joining.

4. **Effect of Authority to make decision:** If the employees are given authority to takedecision under their territories of expertise, then it may very well be used as an enormous motivation tool. They shouldn't be allowed to take decision outside theirrange of operation.

5. **Effect of Growth opportunity:** If the employees feel that they have a great futurein their respective organization, they will work with more efficiency and compatibility. So this is also a great motivator. Such motivating should be established by exemplifying others working in the same organization.

CONCLUSION

The inferred to the conclusion based on the research conducted above and the respondents 'repercussion of the questionnaire supplied, that motivation indeed has a momentous effect on employee performance. From the data analysis presented above we can clearly come to the decision that the factors taken into account during the survey (Extrinsic factors, Job enrichment and performance appraisal, Relationships and job security, Authority in decision making, Growth opportunity etc.),pragmatically dominates employees' will to perform and achieve goals of the respective organization. The factors considered underExtrinsic motivation are salary, monetary incentives and compensation package; the factors considered under Job enrichment and performance appraisal are work environment, responsibility, promotion andrecognition and appreciation for work done; the factors considered under Relationships and security are relationship with superiors, peers and job security; Moreover, Authority to makedecisions, Growth opportunity and future prospects were also taken into account. The result evidently represented the tangible sorting of how motivation is responsible for upliftment of employee performance. From what the researchers found it can be easily stated that the connection between connection between motivation and performance is quite natural if not obvious. When the employees will get some extra drive and exertion, it is boundto amelioratetheir typical standard of performance.

RECOMMENDATION

The results obtained from this research can certainly be used very effectively to improve the present scenario of motivation in different sectors of our country. It will help to establish a more firm grip on not only organizational behavior but also employee psychology. Motivating your employees is a delicate and purposeful challenge that requires more than an annual review or jotting a few notes in someone's personnel file. The following can be suggested on the basis of the research and survey conducted above.

- Based on the result provided by the study, the organization can get an idea of the fact if they require taking steps regarding motivation.

- The study can also be used to bring clarity concerning how to implicate different theories of motivation into practical field of work.

- To inspect the extend up to which motivation has been able to meet employee prospect expectation.

- To inspire these sectors to enforce more motivational tools in order to achieve more successes.

- The results can be used to compare present scenario regarding level motivation and the optimum rate of motivation should be applied to attain organizational goals most effectively.

FUTURE SCOPE OF THE RESEARCH

There are certainly more scopes for conducting research studies concerning motivation in the future. The researchers conducted their study on banking sector. There are other sectors like industrial sectors, marketing sectors, business sectors etc. These are the main economic power provider for a country. If we can generate better outcomes from these sectors, our country is bound to be developed. From the study above we see that motivation has a dominating impact on employee performance, so, if we can find out more effective use of motivational tools from these studies, it will certainly help to make our economic sectors more enriched.

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APPENDICES

Questionnaires 1:

- Name
- Age Group

  18-20

  21-25

  26-30

  31+

- Gender

  Male

  Female

- Do you feel comfortable asking for help if you need it

  Yes

  No

- Do you trust in the approach taken by leaders to achieve the company's objectives

  Yes

  No

  Sometimes

- Do you feel positive and motivated within your workplace

  Yes

  No

  Sometimes

- Do you feel that you are recognized fairly for your contribution to team efforts

  Always

  Never

  Sometimes

- Are you complimented for your work by the leaders?

    Yes

    No

    Sometimes

- Any suggestion regarding job satisfaction on organizational commitment

  Questionnaire 2

- Overall how satisfied you are working for the company
  Extremely dissatisfied
  Very   dissatisfied
  somewhat dissatisfied
  Neutral
  Somewhat satisfied
  extremely satisfied

- What you like best working for the company
- Things that could be incorporated to make company a better workplace
- Indicate the extent to which you agree with the following statements
    - The company clearly conveys its mission to the employees
                   Disagree completely
                   Strongly   disagree
                   somewhat   disagree
                   neither agree nor disagree
                   somewhat agree
                   Strongly   agree
                   Agree completely
    - There is good communication from managers to employees
                   Disagree completely
                   Strongly   disagree
                   somewhat   disagree
                   neither agree nor disagree
                   somewhat agree
                   Strongly   agree
                   Agree completely
    - Do you have proper tools and resources to do the job
                   Disagree completely
                   Strongly   disagree
                   somewhat   disagree
                   Neither agree nor disagree
                   Somewhat agree
                   Strongly agree
    - How satisfied are you with your pay
              Extremely dissatisfied

Very dissatisfied
Somewhat dissatisfied
Neutral
Somewhat satisfied
Extremely satisfied

➢ Benefits offered by the company
Extremely dissatisfied
Very dissatisfied
Somewhat dissatisfied
Neutral
Somewhat satisfied
Extremely satisfied