



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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DITERMINANTS OF EMPLOYEES MOTIVATION IN 21ST CENTURY ERA: AN EMPIRICAL STUDY**DR. D. S. CHAUBEY****DIRECTOR****UTTRANCHAL INSTITUTE OF BUSINESS STUDIES****ARCADIA GRANT, P. O. CHANDANWARI – 248 007****SHIVANI JOSHI****ASST. PROFESSOR (MBA)****ABHAY MEMORIAL TRUST GROUP OF INSTITUTIONS****VITS & VIM****ALLAHABAD****VIKASH TRIVEDI****RESEARCH SCHOLAR****SINGHANIA UNIVERSITY****JHUNJHUNU****ABSTRACT**

Identification of employees motivation has emerged as one of the challenging task for the management engaged in present competitive business era. The present study has been taken up with the Objective of finding out determinants motivation of employees working in various industries in Uttrakhand State. On the basis of review of literature, it was hypothesized that factors of motivation of the employees does not differ significantly across the different nature of industry. To achieve these objectives and test the hypothesis, a random survey of 147 respondents working in various industries located in Uttrakhand state were administered. Research indicates that Opportunities for self-development, Affiliation & Recognition, Bonuses, Medical facilities & Social Securities like Insurance, are most important determinants of motivation to retain employees. At the same time superior's behaviour, denial of a promotion or a transfer, fear of losing job, low salary, low participation in decision making, bad behaviour of fellow workers etc are some of the factors which results in employee attrition.

KEYWORDS

Employee Motivation, factor analysis, Social Securities, affiliation, self development, Recognition, Employee attrition.

INTRODUCTION

A milestone in the successes of an organization is to fulfill the continuous changing needs of organization and employees; heavy responsibility falls on top management to develop strong relationship between them. Organizations expect employees to follow the rules and regulations, work according to the standards set for them; the employees expect good working conditions, fair pay, fair treatment, secure career, power and involvement in decisions. These expectations of both parties vary from organization to organization. For organizations to address these expectations, an understanding of employees' motivation is required (Beer et al, 1984). The individual holds certain personal expectations in terms of form and amount of reward, which he/she should receive for the provided service. Thereby, the performance of a person as well as the decision to remain in the company is influenced by the extent to which such expectations are met. The study of employee's behaviour, their motivation, and factors determining their motivation have emerged as one most important challenging for the management in the present business era. Organizations especially small-scale enterprises need to motivate employees and perform better to remain competitive.

REVIEW OF LITERATURE

Human resource has been a function of management since the origin of modern industrial organization. During the first part of this century, the focus in manpower planning was on hourly production. During world war – II and post war years, the focus intensified on employee productivity. In the 60s manpower planning was viewed as a system linking the organization with its environment. Man power planners planned for recruitment, selection and placement of new employees; provided for training and development; and anticipated necessary promotion and transfers. During the 70s the term human resource in place of manpower gained acceptance as a way of emphasizing the positive view of personnel and as a basic corporate resources. Also during these years human resource became widely established as a staff activity in major business and governmental organisations. During the 80s employee's desire for participation in decisions that affected their work and carriers became stronger. In the 90s concept has enriched and management focus is more on job sharing, reduced working hours, flexibility of time significant reshaping of work and work customs, job design, job enrichment, job empowerment, total quality management, business process reengineering etc.

Workforce that was considered as merely one of the inputs of the production system in the initial stages of the industrial revolution has evolved into the most critical resource for any organization today. It was the Hawthorne Studies conducted by Elton Mayo from 1924 to 1932 that heralded the shift in the perception about employees by organizations. These studies concluded that employees are not motivated solely by money and that employee behavior is linked to their attitudes (Dickson, 1973). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993). Well designed jobs became crucial for motivating employees to perform to their optimum levels. A large body of research provides evidence that the way jobs are designed have an impact on the outcomes that are important to both the employees and the employers. Well designed jobs generate interest among the workforce to increase production efficiency, minimize physical strain, and motivate the employees (Campion and Thayer, 1985).

In modern world of globalization the workplace realities of (yesterday) past organizations no longer exists. It is matter of past and needs to be revised carefully. It is important for the organizations to meet and introduce new motivational needs of employees since the change have been observed on the workplace realities in today's organizations (Roberts, 2003). Beer et al, (1984) strongly asserts in their research of changing work environment the reality that organizations today have totally changed, therefore it is more important for the top management to carry out new methodologies of developing strong and durable relationship between the organization and employees for meeting the organizational goals and fulfilling the continually changing needs of both parties. A complete and thorough understanding of employees' motivation is required for organizations to address and accomplish these expectations (Beer et al, 1984). Motivation is the psychological feature that arouses an organism to action toward a desired goal. Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior 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. We mainly deal with the motivating employees in an organization towards the organizational goal for the benefit of both the organization and the employee. Understanding what motivates employees and how they are motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra, 1979).

Researchers have suggested a number of work design strategies in order to enhance the quality of work (Nadin et al., 2001). However, little attention has been given to the actual process of work design (Oldham, 1996). There is a need for the development of tools to assist this process (Clegg, 1995). This suggests that there is a need for a more thorough understanding of the various factors that affect industrial work design which in turn has a direct impact on operational performance and productivity (Das, 1999). Work design research can also contribute to further knowledge in the field by applying what is already known and by adopting a more holistic approach to the research (Holman et al., 2002).

Getting people to do their best work and be productive, even in difficult economic times, is one of managers' most enduring and dynamic challenges. Motivation has been an enigma, tackled by history's greatest minds, from Aristotle to Abraham Maslow. When Frederick Herzberg investigated the sources of employee motivation during the 1950s and 1960s, he discovered a dichotomy that still intrigues managers: The factors that make people satisfied and motivated on the job are different from the factors that make them dissatisfied. With rapid growth of industrial units, increase in complexities of business, and globalization of business operation, motivation that leads to job satisfaction is considered as a very important and sensitive factor of production. The optimum utilization of human resource in to human assets will be an increasing concern in the future. The changing complexion of employees' behaviour and emergence of revolutionised information technology have greatly enhanced the process and practices of the management. Thus it will be no exaggeration to claim that the effective human resource management has become one of the important key for successful operation of the business unit. The accessibility of the researcher to the employees working in different industries located in the Uttarakhand state has enabled to target them as a preferred sample of study.

OBJECTIVES AND METHODOLOGY

The present study has been taken up with the Objectives of identifying the determinants of factors of motivation of the employees working in various industries in Uttarakhand state. Another objective of the study was to examine the relationship between rewards and employee motivation and the effects of biographical variables on work motivation. On the basis of review of literature, a null hypothesis was formulated as:

- The determinant of motivation of employees does not differ significantly across the nature of industry they are engaged with.
 - There is no relationship between rewards and employee motivation across the biographical characteristics of employees.
- To attain these objectives and test the hypothesis, a survey of 147 respondents working in different industries located in Uttarakhand state were administered. To collect the necessary information, various parameters were developed with the help of literature. The responses to these parameters were gathered, coded, tabulated and analyzed. To measure the intensity of parameters open ended and close ended questionnaire was used. To test the hypothesis, factor analysis, Mean, ANOVA and χ^2 tests were applied. Table 1 indicates the profile of respondents.

TABLE 1: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

	Categories	Count	Percentage
Gender	Male	109	74.1
	Female	38	25.9
Age	15-25 YEARS	3	2.0
	26-35 YEARS	116	78.9
	36-45 YEARS	21	14.3
	46-55 YERS	5	3.4
	ABOVE -56 YEARS	2	1.4
Education Level	Upto Intermediate	4	2.7
	Upto Graduation	45	30.6
	Upto Post Graduation	54	36.7
	Professional and other	44	29.9
Monthly Income	Upto Rs 10000PM	13	8.8
	Rs. 10000 to Rs 15000PM	21	14.3
	Rs 15000 To Rs 25000PM	61	41.5
	More than Rs 25000PM	52	35.4
Marital Status	Married	89	60.5
	Unmarried	58	39.5
Residential Background	Rural	44	29.9
	Urban	103	70.1

The data presented in the above table indicates that sample is dominated by male respondent as it is indicated by 74.1% respondent in the sample. Age analysis of respondents indicates that most of respondents fall in the age group of 25-35 years as it was indicated by 78.9 percent respondents in the sample. The respondents in the age group of 15-25 years accounts for 2 percent and respondents in the age group of 35- 45 years account for 14.3 percent. The remaining 1.4 percent respondents fall in the age group of above 55 years. The information related to educational qualifications of respondents indicates that 2.4 percent respondents were having education up to intermediate. Respondents having education up to graduation account for 28.3 percent. More than one third of them (34.9 percent) had post graduate degree to their credit. Almost equal numbers of employees 34.3 % were having professional and other qualification to their credit. Income classification of respondents indicates that very few respondent 8.4% indicated that their income falls up to Rs. 10000 PM. 15.7% respondent indicated that their income fall in the range of Rs. 10000 to Rs15000PM. 39.2% respondents revealed that their income ranges from Rs. 15000Pm top Rs25000PM. 36.7% respondent falls in the income categories of above Rs. 25000PM. Marital status of the respondents indicate that 60.8% respondents belongs to married category. It is significant to note that majority of the employees belong to urban background.

TABLE NO 2 NATURE OF INDUSTRY

Description	No. of Respondents	Percentage
Manufacturing Industry	15	10.2
Trading Industry	25	17.0
Service Industry	103	70.1
Any Other	04	2.7
Total	147	100.0

An attempt was made to find the nature of industry in which employees were working in Uttarakhand State. These include manufacturing industry, trading industry, services industry and others unspecified categories. The analysis indicates that most of the respondents from service industry as it was indicated by

70.1 percent respondent in the sample. 10.2 % respondents belong to manufacturing industry and 17.0 % respondent belongs to trading industry and remaining 2.7% belongs to other unspecified categories. .

TABLE NO 3 JOB PROFILE OF THE EMPLOYEES

Description	No. of Respondents	Percentage
Worker	5	3.4
Supervisor	4	2.7
Managerial	53	36.1
Any Other	85	57.8
Total	147	100.0

An attempt was made to know the profile of the respondent working in the different industries of Uttarakhand State. The analysis reveals that more than one third respondents(36.1%) belong to managerial categories. 2.7% respondents belongs to supervisory cadre. Worker category personnel accounted for 3.4%. Remaining 57.8 % respondents belong to other categories employees.

TABLE NO 4 CATEGORY OF EMPLOYMENT

Description	No. of Respondents	Percentage
Permanent	132	89.8
Ad-hoc	15	10.2
Total	147	100.0

Employee motivation is highly dependent on his terms of employment in the organisation. Keeping this into consideration, an attempt was made to know the employment status of the employee in the organisation. The information presented in the above table indicates that most of the employees among respondents have permanent job as it was indicated by 89.8 percent respondent in the sample. 10.2 % employees indicated working on ad-hoc basis.

TABLE NO5 NATURE OF JOB IN THE ORGANISATION

Nature Of Job	No. of Respondents	Percentage
Risky	29	19.7
Hard	23	15.6
Challenging	50	34.0
Volatile	11	7.5
Normal and easy	19	12.9
Creative	15	10.2
Total	147	100.0

Employee motivation is highly dependent on the nature of the job in the organisation. Keeping this into consideration an attempt was made to understand the nature of job in the organisation. Analysis presented in the above table projects that 34% of respondents believe that their job is of challenging nature. 15.6% revealed that their job is hard in nature. 10.2%, 19.7% respondent respectively indicated that their job is risky and creative in nature. Very few employees are of the opinion that their job is normal and easy.

TABLE NO 6: MATCHING OF JOB WITH SALARY

Extent Of Job Match With Salary	No. of Respondents	Percentage
To a great extent	28	19.0
To a considerable extent	50	34.0
To some extent	59	40.1
Not at all	10	6.8
Total	147	100.0

Employee motivation remains high if salary is matching with job. Taking this into consideration an attempt was made to get the opinion from the employees. The Response in this context is mixed in nature as 19.0% respondent are of opinion that their job is matching with their salary to a **great extent**. In comparison to this 34% and 40.1% respondent are of the opinion that their job is matching to their salary to a **considerable extent** or to **some extent**. Very few 6.8% employees are of the opinion that their job is not at all matching with their salary.

TABLE -7 EDUCATIONAL QUALIFICATION * SALARY SATISFACTION (CROSS TABULATION) SALARY SATISFACTION * EDUCATIONAL QUALIFICATION CROSS TABULATION

		EDUCATIONAL QUALIFICATION				Total
		Upto Intermediate	Upto Graduation	Upto Post Graduation	Professional and other	Upto Intermediate
SALARY SATISFACTION	TO A GREAT EXTENT	0	7	11	10	28
	TO A CONSIDERABLE EXTENT	4	14	20	12	50
	TO SOME EXTENT	0	20	19	20	59
	NOT AT ALL	0	4	4	2	10
Total		4	45	54	44	147
Pearson Chi-Square		10.749(a)				9

An attempt was made to test the hypothesis regarding relationship between Employees perception towards mismatching of job and their salary with their level of education. Chi-square test was used to test the hypothesis. The Calculated value of chi-square is 10.749. Chi-square value at 5% significance level and 9 degrees of freedom is 16.919. As calculated value of chi-square is much lesser than the critical value, null hypothesis is accepted indicating that employees perception towards matching of job with the salary is independent of their level of education

TABLE 8 MEAN AND STANDARD DEVIATION OF DIFFERENT FACTOR MOTIVATING EMPLOYEES

	N	Mean	Std. Deviation
Bonuses	147	3.5306	1.37146
Promotion	147	3.3469	1.30149
Salary increments	147	3.1156	1.26338
Fringe benefits	147	2.9524	1.26780
Role in decision making	147	3.2177	1.25794
Opportunities for self-development	147	3.5034	1.14302
Paid holidays	147	3.2653	1.25691
Medical facilities & insurance	147	3.4218	1.27637
Affiliation & recognition	147	3.4286	1.20501
Power & authority	147	3.9320	7.98514
Employees who come out with new ideas are encouraged in this organization	147	3.1088	1.29345
Employees are very clear about their roles in this organization	147	3.3333	1.29453
Pay and perk are at par in this organization with other competitive organization	147	3.1088	1.23382
Ample opportunities of promotion in this organization	147	3.2789	1.22632
I AM MOTIVATED WITH THIS ORGANIZATION DUE TO HIGH JOB SECURITY	147	2.9388	1.22879
Valid N (listwise)	147		

Respondents receive one or more of incentives from their organisation. These different types of incentives include Additional increments, Bonus, Money in lieu of medical facility, Target achievement incentives, Children education allowances, Leave allowances and any other kind of incentive. Respondents were asked to list the incentives provided to them by their organization The analysis indicates that power and authority has emerged as one of the most important factor of motivation however employees view on this is very diverse as it score highest mean and standard deviation. It was followed by bonus and salary increments.

TABLE NO. 9: ATTITUDE TOWARD FINANCIAL INCENTIVES

Description	Frequency	Percent
a Strongly agree	44	26.5
b Agree to a considerable extent	101	60.8
c Agree to some extent	14	8.4
d Agree to a little extent	4	2.4
e Not Agreed at all	3	1.8
Total	166	100.0

Empirical evidence and various research on the subject reveal that financial incentive plays the most important role in motivating the employees and retaining them in the organization. Analysis indicates that most of the employees in the sample agree with the statement “Monetary benefits and incentive plans help in achieving optimum performance level as compared to other benefits” with varying extent. This indicates that majority of them are inclined towards financial incentives.

TABLE NO. 10 ATTITUDE TOWARD NON FINANCIAL INCENTIVES

Description	Frequency	Percent
Valid Strongly agree	20	12.0
a Agree to considerable extent	83	50.0
b Agree to some extent	15	9.0
c Agree to a little extent	18	10.8
d not agreed at all	30	18.1
Total	166	100.0

Feedback supports that non financial incentives also play a significant role in motivating the employees and retaining them in the organization. The respondent view on the statement -“promotion defines success and recognition of the individual” reveals that majority of the respondents are in agreement with the statement with varying extent.

TABLE NO. 11: EMPLOYEE OPINION ON FELLOW WORKERS REGARDING THEIR TECHNICAL PROFICIENCY AND SOCIAL SUPPORTIVENESS

Description	Frequency	Percent
a YES	132	79.5
b NO	30	18.1
c Can't Say	4	2.4
Total	166	100.0

Historical evidence and research on the subject indicate that peer group and fellow worker play a significant role in motivating employees and building a positive environment which motivates employees and retain them with organization. Keeping this in view, an effort was made to know if technical proficiency and social supportiveness of the fellow worker had any motivational impact. The analysis reveals that majority of the respondents are of the opinion that their fellow workers are technically proficient and socially supportive in nature.

TABLE NO. 12: ROLE OF COUNSELING IN MOTIVATING EMPLOYEES FOR JOB PERFORMANCE

Description	Frequency	Percent
a YES	135	81.3
b NO	21	12.7
c Can't Say	10	6.0
Total	166	100.0

Counseling plays a significant role in motivating employees and creating congruence of interest of the employees and organization. ‘Effective counseling techniques will be able to motivate employees towards the job performance’. Analysis shows that majority of them (81.3%) are in favor of the above statement.

FACTOR ANALYSIS

Factor analysis is used to study the patterns of relationship among many variables, with the goal of discovering the nature of the variables that affect them. In particular, it seeks to discover if the observed variables can be explained largely or entirely in terms of a much smaller number of variables called factors. In our case suppose each of the 166 respondents, who are all familiar with different kinds of motivating and demotivating factors, rate each of 16 variables in question., we could analyse the number of dimensions on which the ratings differ.

TABLE NO 13: RELIABILITY STATISTICS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Alpha = .608	Standardized item alpha = .6088	16

In order to accurately capture the employees perception Reliability Analysis was carried out with the help of Reliability Test Here, the reliability is shown to be good using all 16 items because alpha is .807 (Note that a reliability coefficient of .70 or higher is considered "acceptable" in most social science research situations.

This section analyzes the comparative mean score of various factors which influence employees to remain with the present organization

TABLE NO. 14 DESCRIPTIVE STATISTICS

Factors	N	Mean	Std. Deviation
Opportunities for self-development	166	3.5602	1.09793
Affiliation & recognition	166	3.4880	1.18443
Bonuses	166	3.4819	1.42583
Medical facilities & insurance	166	3.4398	1.28605
Employees are very clear about their roles in this organization	166	3.4217	1.29447
Promotion	166	3.3735	1.33676
Employees feel free to convey their views at all levels in this organization	166	3.3675	1.29002
Ample opportunities of promotion in this organization	166	3.3313	1.23773
Power & Authority	166	3.3193	1.24091
Role in decision making	166	3.3072	1.26331
Paid holidays	166	3.2470	1.27653
Salary increments	166	3.1747	1.28378
Employees who come out with new ideas are encouraged in this organization	166	3.1566	1.29317
Pay and perk are at par in this organization with other competitive organization	166	3.0843	1.20810
I am motivated with this organization due to high job security	166	2.9880	1.24066
Fringe benefits	166	2.9518	1.25918

The table indicates certain motivating factors like Opportunities for self-development, Affiliation & recognition, Bonuses, Medical facilities & insurance, Employees are very clear about their roles in this organization, and Promotion scored high means. The mean and standard deviation of the of all the factor presented in the table reveals that respondent view on the different factors like bonus, promotion and openness in the organization are inconsistent as it scored high standard deviation.

To reduce the total number of variables to a manageable number, factor analysis was carried out through SPSS 15 version. For convenience we have shown variance table which is as below:

TABLE NO. 15: TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.519	21.995	21.995	3.519	21.995	21.995	2.747	17.171	17.171
2	2.167	13.543	35.538	2.167	13.543	35.538	2.037	12.728	29.900
3	1.876	11.726	47.263	1.876	11.726	47.263	1.977	12.359	42.259
4	1.527	9.545	56.808	1.527	9.545	56.808	1.822	11.388	53.647
5	1.386	8.660	65.468	1.386	8.660	65.468	1.731	10.821	64.468
6	1.082	6.762	72.230	1.082	6.762	72.230	1.242	7.762	72.230
7	.699	4.370	76.600						
8	.696	4.348	80.948						
9	.621	3.883	84.830						
10	.549	3.433	88.263						
11	.455	2.846	91.110						
12	.420	2.624	93.734						
13	.291	1.821	95.555						
14	.271	1.694	97.249						
15	.225	1.405	98.654						
16	.215	1.346	100.000						

Extraction Method: Principal Component Analysis

All factors were rotated through varimax rotation method to find out how well each variable has loaded on to components thus extracted. The Rotated Component Matrix has been shown as below in the table:

TABLE NO 16 ROTATED COMPONENT MATRIX(A)

	Component				
	1	2	3	4	5
Ample opportunities of promotion in this organization	.812				
Pay and perk are at par in this organization with other competitive organization	.770				
Role in decision making	.643				
Affiliation & recognition	.594				
Employees are very clear about their roles in this organization	.593				
Salary increments		.784			
Employees who come out with new ideas are encouraged in this organization		.752			
Promotion		.735			
Medical facilities & insurance		.609			
Opportunities for self-development		.475			
I am motivated with this organization due to high job security			.789		
Paid holidays			.720		
Fringe benefits				.858	
Power & authority					-.741
Employees feel free to convey their vies to anyone at any level in this organization					.572
Bonuses					.561

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 A Rotation converged in 9 iterations.

TABLE 17: PRINCIPAL COMPONENTS & ASSOCIATED VARIABLES

Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Incentives	Role clarity and Participation	Job security	Fringe benefits	Power and authority
Ample opportunities of promotion in this organization	Salary increments	I am motivated with this organization due to high job security	Fringe benefits	Power & authority
Pay and perk are at par in this organization with other competitive organization	Employees who come out with new ideas are encouraged in this organization	Paid holidays		Employees feel free to convey their vies to anyone at any level in this organization
Role in decision making	Promotion			Bonuses
Affiliation & recognition	Medical facilities & insurance			
Employees are very clear about their roles in this organization	Opportunities for self-development			

PRINCIPAL COMPONENTS & ASSOCIATED VARIABLES

The **first factor** indicating the employees motivation is emerging as :**Incentives** which is a combination of Salary increments, Employees who come out with new ideas are encouraged in this organization ,Medical facilities & insurance, Promotion and Bonuses - which accounts for **21.995%** of the total variances. The **second Factor** is emerging as :**Role clarity & Participation** which is a combination of Ample opportunities of promotion in this organization ,Role in decision making ,Affiliation & recognition ,Pay and perk are at par in this organization with other competitive organizations, Employees are very clear about their roles in this organization and Employees feel free to convey their views to any one at any level in this organization , which accounts for **13.543%** variance of total variance. **Third factor** is emerging as : **Job Security** the combination of security, paid holidays and opportunities for self development, which account **11.726 %** variance of the total variances. **Fourth factor** is the **fringe benefits**, which account **9.176 %** variance of the total variances. **Fifth factor** is the **power and authority** given to employees to accomplish job which accounts **8.66%** of total variances.

TABLE 18: MEAN OF PRINCIPAL MOTIVATING FACTORS

Working industry	Incentive	Role clarity	Job security	Fringe	Power
Manufacturing	3.8526	3.7982	3.5614	3.5789	3.3684
Trading	3.1182	3.1061	2.9545	2.2273	2.9091
Service	3.3433	3.3292	3.2861	2.9833	3.4083
Any other	1.8000	2.6667	3.0000	3.0000	3.2000
Total	3.3253	3.3333	3.2651	2.9518	3.3313

TABLE 19: ONE WAY ANOVA FOR SATISFACTION ACROSS THE INDUSTRY

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.419	3	2.806	4.763	.003
Within Groups	95.443	162	.589		
Total	103.861	165			

AFTER REDUCING THE FACTOR COMBINED MEAN OF VARIOUS FACTORS OF MOTIVATION WERE CALCULATED ACROSS THE DIFFERENT INDUSTRY AS PRESENTED IN THE TABLE NOS. 18 & 19.

As it is evident from the above tables, mean ratings of various factors like incentives scheme, role clarity, job security fringe benefits and Power and Authority have got high rating by employees in Manufacturing as compared to employees working in trading, services sector organization and other organizations. This indicates that *motivation level* of employees working in *manufacturing organization* is high as compared to other organizations. After comparing the mean one way ANOVA was carried out to test the hypothesis that factors of motivation of the employees does not differ significantly across the different industry. A one-way ANOVA was calculated comparing level of satisfaction with different motivating factors and nature of industry in which an employee is engaged. A significant difference was found between the factors (F(3,162)=4.763,p<.05). Since calculated value is greater than tabulated value (F(3,162)=2.60, p<.05) null hypothesis (H0) is rejected .Hence there is significant difference in motivation levels across industries.

In conclusion it can be said that **employee motivation** and various **factors influencing** it have emerged as the most important aspects of Human Resource Management in the current business environment. A simple definition of *motivation* is the ability to change behavior. It is a drive that compels one to act because human behavior is directed toward some goal. Motivation is intrinsic; it comes from within based on personal interests, desires, and need for fulfillment. However, extrinsic (external) factors such as rewards, praise, and promotions have a profound influence on motivation. Present research indicates that Opportunities for self-development, Affiliation & Recognition, Bonuses, Medical facilities & Insurance, Role clarity and Promotion, are some of the most important factors which management should focus on to retain employees.

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