

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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**IMPACT OF INCENTIVES ON JOB-SATISFACTION IN CHENNAI-BASED SMALL MANUFACTURING UNITS****T.S.RAVI****HEAD****PG-DEPARTMENT OF COMMERCE****DRBCC HINDU COLLEGE****PATTABIRAM****ABSTRACT**

*Incentives are a powerful motivator among employees and they induce the human capital towards performing their organisational activities. Job satisfaction is the positive feeling of the employees about their jobs. Employees level of job satisfaction enhances when their jobs provide opportunity for exhibiting their talents, support them in their career development, provides them adequate job security, when they are allowed to participate in managerial decision-making and when there is adequate freedom and flexibility in performing their official tasks. Employers provide monetary incentives and non-monetary incentives. Monetary incentives are of two kinds - individual incentives and group incentives. Individual incentives can be time-based and output-based while group incentives can be profit sharing and group bonus. This study attempts to understand the impact of incentives on job satisfaction and to what extent incentives influence employee-job satisfaction*

**KEYWORDS**

group bonus, job-position, job security, monetary incentives, and profit sharing.

**INTRODUCTION**

Incentives are one technique by which employers carry out their end of the employment contract—i.e., compensating employees for their efforts. In its most generic form the incentive payment compensation tries to recognize some specific accomplishment on the employee's part. In general, incentive payments inspire the desired performance. The incentives are usually something tangible; most frequently, money. Programs dealing exclusively in intangible rewards or recognition are a legitimate subset of incentives. Generally, employers pay incentives in cash and sometimes in the form of gifts and vouchers, where the employees use them to buy discounted merchandise or service. Incentive is a one-time payment or recognition linked to specific achievements. Even though there are many forms of compensation paid to employees for performing their jobs, incentives tend to be result-oriented. Job satisfaction is the employee's attitude towards his/her job. It is an emotional-state resulting from employees' job appraisal. Hawthorne studies form the biggest prelude to the study of job satisfaction. Elton Mayo of the Harvard Business School and his team mates who carried out this study (1924-1933) and found out the effects of various conditions on workers' productivity and observed that changes in working conditions increased productivity temporarily. This was called as the Hawthorne effect leading to the emergence of the behavioural school of thought.

**REVIEW OF LITERATURE**

**Pattanayak (2005)** identifies three categories of incentives as monetary incentives, tangible non-monetary incentives and intangible non-monetary incentives. Monetary incentives are financial rewards provided to employees. Tangible non-monetary incentives are the indirect payment of money in the form of tangible rewards such as gift vouchers, garments, trophies, plaques, vacation trips et al and services like club membership, transport service, meal treats, celebration party et al. Intangible non-monetary incentives involves the social-related and task-related rewards. Social-related rewards pertain to social practices such as employees being courteous and respectful to one another, superiors recognising their subordinates for hard work etc. Task-related rewards include career advancement, job enrichment, and autonomy over work etc. records that incentive schemes designed for employees in the organization influence their performance and behaviour largely. These in turn determine the success and growth of the organization. **George et al - (2008)** in their article mentions job satisfaction is the collection of feeling and beliefs that employees have about their current job. In their opinion, employees' job-satisfaction level ranges from extreme satisfaction to extreme dissatisfaction. Notwithstanding the employees' attitude about their jobs alone, they also exhibit attitudes towards various aspects of their jobs such attitude towards fellow-employees, supervisors, superiors, subordinates and their remuneration **Spector-(1997)** states that job-satisfaction exhibits three important features. First, job-satisfaction indicates employee-effectiveness because high level of job-satisfaction is a sign of good emotional and mental state of employees of the organisations. Second, job-satisfaction is a good indicator of employee-behaviour because employee-behaviour largely depends on level of job-satisfaction affecting business performance. The employee-behaviour shall be positive, when there is job-satisfaction and shall be negative when there is job-dissatisfaction. Third, through evaluating employee job-satisfaction at different levels it would be possible to assess the best set of organisational activities that would help in enhancing the organisational performance. Thus, job-satisfaction indicates best set organisational activities for boosting organisational performance.

**IMPORTANCE OF THE STUDY**

In an industry, both managers and employees have the same kind of sensitivity towards need-satisfaction. However, the manager controls the means of attaining need-satisfaction at work, while the employee seeks self-development by as far as possible relying on his ability and improving his/her family status. However, for both of them frustration can result when they are not able to satisfy their needs. This frustration slows down their performance leading to depression obstructing their need-satisfaction. There are so many ways to eradicate such frustrations and one specific way of eradicating such frustration is providing them a 'reward' and that is termed as '**incentive**'. Thus, incentives act as catalysts that arouse a dynamic force in an individual influencing his/her behaviour. There are different types of incentives to motivate individuals in the manufacturing sector for better performance. Every employee in the manufacturing sector possesses latent abilities that are mental and physical in nature. The employer, to use those latent abilities of employees, gives incentives to them. Such incentives provide a powerful encouragement to employees towards their performance.

Incentive inter-alia is a device used for enhancing organisational productivity. There are many ways towards improving productivity in manufacturing sector and some of them are as below:

- By adopting improved product design
- By using better quality materials for production
- By employing state-of-the-art manufacturing process
- By adopting efficient work-methods
- By designing result-oriented organisational plans
- By procuring and utilising labour resources effectively at all levels.

Among the above-mentioned ways towards improving productivity, effective labour resource utilisation at various levels prove to be the cheapest, quickest and surest means of improving organisational productivity. Other methods involve lot of time, money and energy. The manufacturing sector in India recognises this advantage of labour utility for enhancing productivity. Hence, manufacturers introduce several incentive schemes. However, there are a few limitations in adopting such incentive schemes as shown below:

- Measuring the quality of the product
- Determining the employee-wise output
- Regularising the work-flow

Despite such limitations, incentive system is becoming more popular because incentive systems stimulate human behaviour. The basic idea of giving incentives to employees is to provide them monetary and non-monetary benefits over and above their periodical remuneration. Incentives are only a means to an end. It is one form of motivation and a technique adopted for improving organisational productivity. The main aim of providing incentives to employees is to motivate them to make them contribute their best. Thus, incentives also referred to as variable compensation is a pay directly related to performance. They may be long-term or short-term associated to the performance of an individual employee, a team of employees or a combination of both individuals and team. An incentive scheme is a plan designed to motivate employees of manufacturing sector. The incentive schemes may be monetary and non-monetary. Incentives influence performance. The National Commission on Labour has provided certain recommendations with respect to incentives. Therefore, understanding the labour incentives' effect on productivity becomes difficult without collecting information about incentives. Further, in addition to incentives motivating employees for a better performance, **employee job-satisfaction** also motivate employees for a better performance. Therefore, in order to study the impact of incentives on employee-job satisfaction the **need** for studying the nature, scope and types of incentives, along with the association between job-satisfaction become imperative. Hence, this situation reveals the significance of the study.

### STATEMENT OF THE RESEARCH PROBLEM

The impact of incentives on employee-job satisfaction is a significant issue of research in the domain of industrial relations under Human Resource Management. Many research contributions in this area show an impact of incentives on job-satisfaction. These contributions observed that incentives, when provided can raise productivity by providing a high level of job-satisfaction and may reduce the productivity of the organisations drastically by de motivating the work force in the labour market when the organisations do not provide such incentives. Hence, it is an empirical challenge to observe whether incentives have a positive or negative impact on employee-job satisfaction. A large volume of literature review pertaining to labour incentives and employee-job satisfaction show that there is an impact of labour incentives on job-satisfaction. The review identifies the fact – more the motivation, more the performance, and more the productivity. Therefore, the researcher identifies that the employers of manufacturing companies motivate employees by providing incentives and the employers of manufacturing companies motivate employees also by providing them a high level of job-satisfaction, leading to a research question – whether there an association between incentive-schemes and job-satisfaction. In order to find a solution, in TAMILNADU, particularly in the manufacturing companies of Chennai, the researcher conducted a study towards finding out the existence of any relationship between employee-incentive scheme and employee-job satisfaction.

### OBJECTIVES OF THE STUDY

The study has the following objectives:

- To understand the manufacturing companies' employees' views about various incentive schemes offered to them.
- To identify the different kinds of monetary and non-monetary incentives offered to the employees in manufacturing companies
- To study the impact of incentives on employee-job satisfaction in manufacturing companies

### HYPOTHESES

- The factors of Incentives do not differ significantly.
- The factors of job-satisfaction do not differ significantly.
- There is no significant difference among employees' perception towards labour incentives
- There is no significant difference among employees' perception towards job-satisfaction
- There is no significant influence of demographic variables of employees on the factors of incentives and job-satisfaction.
- There is no significant impact of incentives on job-satisfaction

### METHODOLOGY

#### RESEARCH DESIGN

Research designs are concerned with turning the research questions into a testing project. The best design depends upon the research questions. Every design has its positive and negative side. The research design is a "blueprint" for research, dealing with at least four problems: what questions to study, what data are relevant, what data to collect, and how to analyse the results. This study uses empirical research design and involves both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data.

#### STUDY AREA

Chennai widely known as Madras till 1996, has a rich tradition and civilisation with a blend of the old and new, vibrating ceaselessly to keep pace with the rest of India, as the buoyant metropolis standing as the third most industrialised state. People in Chennai are deep rooted in their cultural moorings and traditions, even though modernity has its own impact. Chennai is airy, spacious with verdant green patches and beaches. It is the fourth largest city in India. Chennai has regained its pride of place in the automobile industry as the 'Detroit of the south'. The major industries in Chennai include chemicals, automobiles, leather goods, computers, granite ,hardware, shipping, sanitary ware, paint machinery and machine tools, garment and sea food exports, plastics, rubber, conveyors, equipments, hydraulics, lubricants, electronics, timber, clearing & forwarding, packing, hotel & travel industry, jewellery and handicrafts

#### SAMPLING SIZE AND DESIGN

The research study uses survey method to collect primary data. The survey method employs well-formulated questionnaire and applies multi-range sampling method for generating data. The study adopts a systematic method of selecting samples. The researcher distributed 40 questionnaires to the employees of a small-scale organisation (the name of the company not mentioned in the article for the purposes of maintaining confidentiality) situated 30 kilometres away from Chennai. It is manufacturing company involving intermediate technology dealing with the production of rocker arms. Rocker arm is an automobile part used in all types of automotives. Out of 40 questionnaires, the researcher collected back 35 questionnaires. Out of these 35 questionnaires, 30 questionnaires were usable, rejecting the rest of them. The research study also used Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers and Websites, company publications manuals and booklets to collect secondary data.

#### QUESTIONNAIRE DESIGN

The research study involved questionnaires as the instrument to collect primary data and is divided into three parts. The respondents shared their opinions pertaining to labour incentive schemes and employees' job satisfaction. The first part of the questionnaire includes demographic factors with optional questions. The second part of the questionnaire uses optional questions relating to the types of incentives provided by the manufacturing company selected for the study. The third part involves statements relating to employee-job satisfaction with Liker 5-point scale.

#### SCALING TECHNIQUE IN QUESTIONNAIRE

The questionnaire uses both optional type statements and statements in LIKERT 5-point scale. The response from the employees of the selected manufacturing companies, rated in 5-point scale, as: 5- Strongly Agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly disagree



**FRAMEWORK OF THE ANALYSIS**

The following are the statistical tools used in the study:

1. **t-test** to ascertain the nature of responses of employees about various labour incentive schemes and significant differences among various factors of labour incentives and job satisfaction
2. **Multiple regression analysis** to find the influence of personal and organizational profile of employees on the factors of labour incentives and job satisfaction
3. **One way Analysis of Variance (ANOVA)** is applied to ascertain the significant relationship between various labour incentive schemes and productivity and their effects with respect to the organisational and personal variables of employees

**RESULTS AND DISCUSSION**

The researcher distributed the questionnaires to the employees of the organisation of the sample unit and collected the filled-in questionnaires from the respondents for analyses and interpretation. The summary of the results analysed under three parts

**PART-I - DEMOGRAPHY**

43.3% of the employees of the sample unit lie in the age group 26-35 years followed by 26.7% in the age group of 37-45 years and 20% in the age group of 46-55 years and only 10% in the age group 18-25 years. All the respondents of the sample unit are males (100%). Sixty percent of the employees in the sample unit belong to the shop-floor level while 20% belong to the middle level management 10% belong to the lower-level management and 6.7% of the employees belong to the upper-middle level and only 3.3% of the employees belong to top-level management. 63.3% of the employees in the sample unit are married and 36.7% of the employees are unmarried. Seventy percent of the respondents in the sample unit have higher secondary qualification while 23.3% of the employees are technically qualified and 6.7% of the respondents are graduates. Fifty percent of the employees of the sample unit have 6-10 years experience while 13.3% of the respondents have 11-15 years experience and 16.7% of the employees have greater than 20 years experience. Only 10% of the employees of sample unit have 0-5 years experience and the same level of percentage prevails in case of employees having 16-20 years. 46.7% of the employees in the sample unit get a gross salary ranging between RS 60,000-1,20,000 and 46.7% in the salary group RS 1,20,000- 1,80,000 and 6.7% in the salary group between RS 1,80,000 - 240000.

**PART-II – TYPES OF INCENTIVES**

Twenty percent of the respondents of the sample unit agree that they receive both individual incentives and group incentives. 13.3% of the employees agree that they receive both time-based and output-based incentives. 6.7% of the respondents agree that they receive both types of group incentives - profit sharing and group-bonus schemes. All the respondents (100%) agree that they receive employee-benefits such as allowances, perquisites, ESI and PF fund benefits.

**PART – III – JOB SATISFACTION**

The study identified the responses of the employees of the sample unit, arranged them with respect to mean values, and applied a parametric t-test. The analysis showed that the employees of the organisation do not have a proud feeling about their jobs. They do not have a high degree of job satisfaction and feel that there is no job security. They also feel that there is no considerable amount of freedom and flexibility in performing their jobs. Further, they are also of the opinion that the scope of their jobs does not help them to achieve their aspirations. They feel that the organisation's style of supervision is not impressive and the employees do not have a pleasant feeling about their jobs. It is also found that the employees, with the existing job profile, feel that their jobs are not career-oriented. They are also of the opinion that the employees do not have a good amount of participation in managerial decision-making and the management hardly accept any suggestions from the employees. The study used chi-square test to identify the existence of association between the various types of incentives and respondents demography. The test revealed the existence of a significant association between the employees' designation and monetary incentives. Similarly, the test also revealed an association between monetary incentives and technical education qualification and gross salary ranging between RS 120000-180000 and RS 180001-240000. Further, one-way ANOVA test also revealed a relationship between individual incentives and pride of the job-position, individual incentives and level of employee job security and revealed a relationship between group incentives and job-security.

**FINDINGS**

The overall study reveals that the level of job satisfaction among employees is low, though the employees of the organisation agree that their employers offer both monetary and non-monetary incentives. With such statistical evidence, it was possible to establish a relationship among job-satisfaction, group incentives and individual incentives using regression analysis. The regression analysis revealed that incentives accounts for 20% of job-satisfaction variance. i.e., when the incentive payment increase or decrease by 20% the level of job satisfaction also increase or decrease by the same 20%. Therefore, the regression model establishes the magnitude of the relationship among job-satisfaction and incentives.

**SUGGESTIONS**

The study suggests that the manufacturing companies, in order to enhance the level of job satisfaction among its employees must enrich their jobs involving challenging assignments and encourage job-enlargement with more responsibilities in addition to providing them with different kinds of incentives.

**LIMITATIONS OF THE STUDY**

Considering the time and cost factor the study is limited only to Chennai region. The study domain confines only to manufacturing companies and therefore the findings through analyses need not be the same for other industrial organisations. The study is only with reference to **ONE** selected manufacturing company in Chennai and does not include all the manufacturing companies located in Chennai. The study is limited only to 30 responses from the employees of manufacturing company in Chennai and hence the views of these respondents need not be the views of the employees of the entire manufacturing companies of the country. The study considers only labour incentives and employee-job satisfaction as motivating elements to induce employees towards a better performance and does not include other motivating elements. Questionnaires circulated only to respondents who know to read and write. Thus the study confines its circulation of questionnaires only to literate group and ignores illiterate group who do not know to read and write.

**CONCLUSION**

Incentives, even though are motivating factors for the employees towards a best performance does not have a remarkable impact on job satisfaction. However, job-satisfaction itself acts as a motivating factor towards better performance. Hence, the study reveals that there is a positive affect of incentives on job-satisfaction. A structural equation model reveals this impact. The researcher considered incentives as the independent variable and Job satisfaction as the unique dependent variable. The model clearly reveals significant influence of incentive scheme on job-satisfaction.

**SCOPE FOR FUTURE RESEARCH**

Even though many researchers argue that incentive-schemes support improved-performance, but cannot **prove** the same and to prove this, the impact of the incentive programs must be associated with **time-period**. In their researches, they only cite the positive impact of incentive-schemes towards organisational performance and productivity. However, despite highlighting the advantages of incentive pay programs, the effectiveness of the impact of these programs over extended periods, left unexplored. Since the long-term viability of an organization should be the ultimate objective, longitudinal study examining the impact of incentive programs over a time becomes necessary. In addition, it would be interesting to examine whether **gender differences** in incentive pay has a bearing on the incentive-schemes. The organisations offer more incentives to male employees than female employees and surveys reveal that organisations offer men twice the incentives than to women. Future research shall consider the prevalence of such practices. Furthermore, it is crucial that incentive-schemes provided

to the employees of manufacturing companies in Chennai and other Indian manufacturing companies remain competitive because international companies will be competing in the product market and price will continue to be an important determinant of consumer choice. Another reason is the labour market shall become more competitive. The pros, cons, and global impact of such **competitive markets** have to be recognised and therefore this is another significant area left unexplored for future research. Moreover, many research studies observed the effectiveness of labour incentives. However, incentives mean both monetary and non-monetary incentives and which of them between the two, **monetary or non-monetary incentives motivate employees the best**, towards an exemplary work performance is a topic in the agenda for future research.

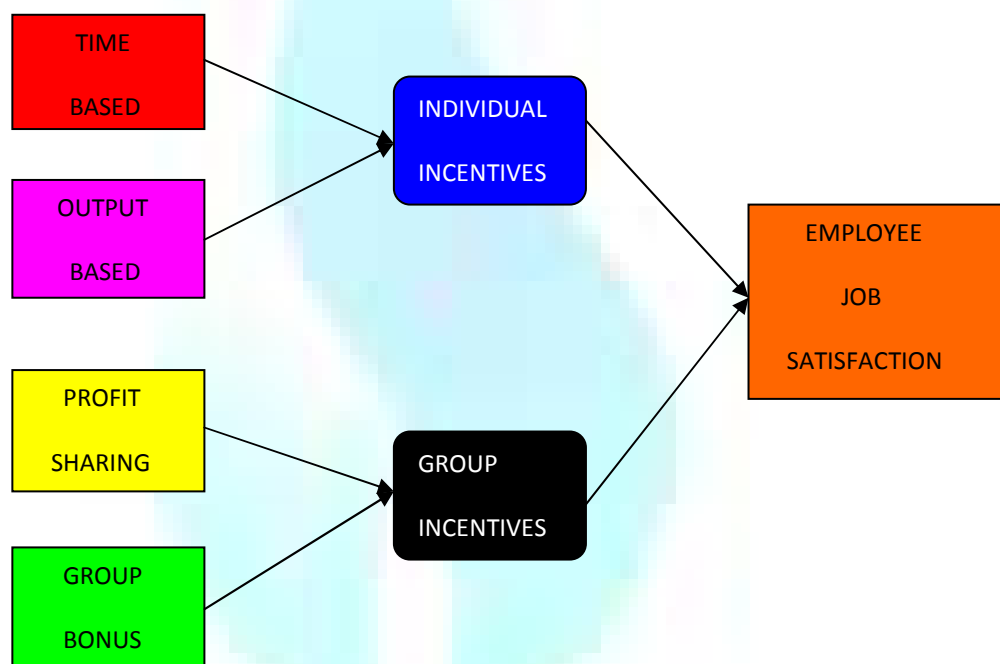
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**ANNEXURE**

**MODEL RELATING TO INCENTIVES AND EMPLOYEE-JOB-SATISFACTION**

DIAGRAM - 1



**PART – I TABLES - RESPONDENTS’ PERSONAL PROFILE**

**AGE**

TABLE - 1

|       |       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | 18-25 | 3         | 10.0    | 10.0          | 10.0               |
|       | 26-35 | 13        | 43.3    | 43.3          | 53.3               |
|       | 37-45 | 8         | 26.7    | 26.7          | 80.0               |
|       | 46-55 | 6         | 20.0    | 20.0          | 100.0              |
|       | Total | 30        | 100.0   | 100.0         |                    |

Source: Primary Data

**GENDER**

TABLE - 2

|       |      | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------|-----------|---------|---------------|--------------------|
| Valid | male | 30        | 100.0   | 100.0         | 100.0              |

Source: Primary Data

**MARITAL STATUS**

TABLE - 3

|       |           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|-----------|---------|---------------|--------------------|
| Valid | married   | 19        | 63.3    | 63.3          | 63.3               |
|       | unmarried | 11        | 36.7    | 36.7          | 100.0              |
|       | Total     | 30        | 100.0   | 100.0         |                    |

Source: Primary Data

EDUCATION

TABLE - 4

|       |                  | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------|-----------|---------|---------------|--------------------|
| Valid | Higher secondary | 21        | 70.0    | 70.0          | 70.0               |
|       | graduate         | 2         | 6.7     | 6.7           | 76.7               |
|       | technical        | 7         | 23.3    | 23.3          | 100.0              |
|       | Total            | 30        | 100.0   | 100.0         |                    |

Source: Primary Data

DESIGNATION

TABLE - 5

|       |                    | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------------|-----------|---------|---------------|--------------------|
| Valid | Shop floor level   | 18        | 60.0    | 60.0          | 60.0               |
|       | lower level        | 3         | 10.0    | 10.0          | 70.0               |
|       | middle level       | 6         | 20.0    | 20.0          | 90.0               |
|       | upper middle level | 2         | 6.7     | 6.7           | 96.7               |
|       | top level          | 1         | 3.3     | 3.3           | 100.0              |
|       | Total              | 30        | 100.0   | 100.0         |                    |

Source: Primary Data

EXPERIENCE

TABLE - 6

|       |          | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | 0-5      | 3         | 10.0    | 10.0          | 10.0               |
|       | 6-10     | 15        | 50.0    | 50.0          | 60.0               |
|       | 11-15    | 4         | 13.3    | 13.3          | 73.3               |
|       | 16-20    | 3         | 10.0    | 10.0          | 83.3               |
|       | >20years | 5         | 16.7    | 16.7          | 100.0              |
|       | Total    | 30        | 100.0   | 100.0         |                    |

Source: Primary Data

GROSS SALARY

TABLE - 7

|       |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------------|-----------|---------|---------------|--------------------|
| Valid | 60000-120000  | 14        | 46.7    | 46.7          | 46.7               |
|       | 120001-180000 | 14        | 46.7    | 46.7          | 93.3               |
|       | 180001-240000 | 2         | 6.7     | 6.7           | 100.0              |
|       | Total         | 30        | 100.0   | 100.0         |                    |

Source: Primary Data

MODE OF TRANSPORT

TABLE - 8

|       |                  | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------|-----------|---------|---------------|--------------------|
| Valid | cycle            | 9         | 30.0    | 30.0          | 30.0               |
|       | Two wheeler      | 16        | 53.3    | 53.3          | 83.3               |
|       | public transport | 5         | 16.7    | 16.7          | 100.0              |
|       | Total            | 30        | 100.0   | 100.0         |                    |

Source: Primary Data

NUMBER OF DEPENDENTS

TABLE - 9

|       |                  | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------|-----------|---------|---------------|--------------------|
| Valid | one dependent    | 4         | 13.3    | 13.3          | 13.3               |
|       | two dependents   | 14        | 46.7    | 46.7          | 60.0               |
|       | three dependents | 6         | 20.0    | 20.0          | 80.0               |
|       | four dependents  | 6         | 20.0    | 20.0          | 100.0              |
|       | Total            | 30        | 100.0   | 100.0         |                    |

Source: Primary Data

PART - II TABLES - TYPES OF INCENTIVES

INCENTIVES

TABLE - 10

|       |      | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------|-----------|---------|---------------|--------------------|
| Valid | both | 30        | 100.0   | 100.0         | 100.0              |

Source: Primary Data

MONETARY INCENTIVES

TABLE - 11

|       |            | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------|-----------|---------|---------------|--------------------|
| Valid | individual | 10        | 33.3    | 33.3          | 33.3               |
|       | group      | 14        | 46.7    | 46.7          | 80.0               |
|       | both       | 6         | 20.0    | 20.0          | 100.0              |
|       | Total      | 30        | 100.0   | 100.0         |                    |

Source: Primary Data

INDIVIDUAL INCENTIVES

TABLE – 12

|       |              | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------|-----------|---------|---------------|--------------------|
| Valid | time-based   | 7         | 23.3    | 23.3          | 23.3               |
|       | output-based | 19        | 63.3    | 63.3          | 86.7               |
|       | both         | 4         | 13.3    | 13.3          | 100.0              |
|       | Total        | 30        | 100.0   | 100.0         |                    |

Source: Primary Data

GROUP INCENTIVES

TABLE – 13

|       |                | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | profit sharing | 14        | 46.7    | 46.7          | 46.7               |
|       | group-bonus    | 14        | 46.7    | 46.7          | 93.3               |
|       | both           | 2         | 6.7     | 6.7           | 100.0              |
|       | Total          | 30        | 100.0   | 100.0         |                    |

Source: Primary Data

PART – III – TABLES ON JOB SATISFACTION

RANKING ANALYSIS OF VARIABLES

TABLE – 14

|                                   |    |          |                |           |
|-----------------------------------|----|----------|----------------|-----------|
| JOB SATISFACTION                  | 30 | 1.6      | 0.498273       | 0.090972  |
| PLEASANT FEELING                  | 30 | 1.6      | 0.563242       | 0.102833  |
| FREEDOM&FLEXIBILITY               | 30 | 1.6      | 0.621455       | 0.113462  |
| APPEALING                         | 30 | 1.6      | 0.621455       | 0.113462  |
| CARRER-ORIENTED                   | 30 | 1.633333 | 0.614948       | 0.112274  |
| JOB-POSITION                      | 30 | 1.666667 | 0.479463       | 0.087538  |
| JOB SECURITY                      | 30 | 1.7      | 0.534983       | 0.097674  |
| ASPIRATIONS                       | 30 | 1.7      | 0.702213       | 0.128206  |
| EMPLOYEEPARTICIPATION             | 30 | 1.7      | 0.702213       | 0.128206  |
| STYLE OF SUPERVISION              | 30 | 1.766667 | 0.678911       | 0.123952  |
| IMPLEMENTING CHANGES AREPROMISING | 30 | 1.966667 | 0.718395       | 0.131116  |
| PAY&EXP                           | 30 | 2        | 0              | 0         |
| SUGGESSTIONS                      | 30 | 2        | 0              | 0         |
| REWARDS                           | 30 | 2        | 0              | 0         |
|                                   | N  | Mean     | Std. Deviation | std error |

Source: Primary Data

VARIABLES ENTERED/REMOVED (B)

TABLE – 15

| Model | Variables Entered | Variables Removed | Method |
|-------|-------------------|-------------------|--------|
| 1     | GI, II(a)         | .                 | Enter  |

Source: Primary Data

- a All requested variables entered.
- b Dependent Variable: JS

MODEL SUMMARY

TABLE – 16

| Model | R       | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|---------|----------|-------------------|----------------------------|
| 1     | .446(a) | .199     | .140              | .46213                     |

- a Predictors: (Constant), GI, II

Source: Primary Data

ANOVA (b)

TABLE – 17

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.    |
|-------|------------|----------------|----|-------------|-------|---------|
| 1     | Regression | 1.434          | 2  | .717        | 3.357 | .050(a) |
|       | Residual   | 5.766          | 27 | .214        |       |         |
|       | Total      | 7.200          | 29 |             |       |         |

Source: Primary Data

- a Predictors: (Constant), GI, II
- b Dependent Variable: JS

COEFFICIENTS (a)

TABLE – 18

| Model |            | Un standardized Coefficients |            | Standardized Coefficients |   | t      | Sig. |
|-------|------------|------------------------------|------------|---------------------------|---|--------|------|
|       |            | B                            | Std. Error | Beta                      | B |        |      |
| 1     | (Constant) | 1.842                        | .290       |                           |   | 6.358  | .000 |
|       | II         | -.446                        | .180       | -.543                     |   | -2.472 | .020 |
|       | GI         | .378                         | .176       | .471                      |   | 2.144  | .041 |

- a Dependent Variable: JS

Source: Primary Data

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