



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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A STUDY ON FACTORS THAT MOTIVATE IT AND NON-IT SECTOR EMPLOYEES: A COMPARISON**DR. S. SARASWATHI****EDITORIAL ADVISORY BOARD MEMBER, ASIAN JOURNAL OF MANAGEMENT RESEARCH****REVIEWER, GLOBAL RESEARCH AGENCY JOURNALS, MALAYSIA****REVIEWER, ASIAN ACADEMY OF MANAGEMENT JOURNAL, MALAYSIA****MEMBER, NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT, KOLKATA****MEMBER, ALL INDIA MANAGEMENT ASSOCIATION, NEW DELHI****MEMBER, HYDERABAD MANAGEMENT ASSOCIATION****MEMBER, INDIAN SCHOOL OF BUSINESS, LRC, HYDERABAD****CONFERENCE MASTER, INTERNATIONAL CONFERENCE, MALAYSIA****ASSOCIATE PROFESSOR****DEPARTMENT OF SCHOOL OF MANAGEMENT STUDIES (SMS),****CHAITANYA BHARATHI INSTITUTE OF TECHNOLOGY,****GANDIPET – 500 075****ABSTRACT**

The study was conducted to examine the ranked importance of motivational factors of employees in IT and non-IT sector. It is the descriptive survey addressed twelve motivating factors in the context of employee motivation theory. The sample consisted of 200 employees from IT and non-IT sectors. The purpose of this study was to identify how employees of both sectors rank the factors of Herzberg's Theory of motivation. The study produced different results between the IT and non-IT sector respondents. It was found that IT sector employees perceived the motivational factors: Growth, work and job responsibility as more important compared to non-IT employees, while, non-IT sector employee's perceived 'personal life' and 'work' as important and valuable motivational factors. On the other side they perceived the motivational factors: job responsibility and growth as less importance than other job factors. Rank correlation coefficient has been calculated and found that there is a negative correlation in the ranks assigned by the employees of two sectors. This study is also made comparison with the original study conducted by Herzberg and other related studies. As far as satisfiers are concerned, the study on IT sector and original study ranked motivators more important than hygiene factors, thus both the studies found positive relationship. With regard to non-IT sector study, some of the factors considered as "Hygiene factors" (personal life, status job, and job security) are considered by non-IT employees to be "motivators". The factors like achievement, recognition, growth, job responsibility are considered as least motivating factors in this study, which are motivators according to Herzberg study. Thus it is found that these two studies are in opposite directions in the rankings to motivational factors. Based upon the findings of the study, valuable suggestions have been given which makes the managers of both the sectors to take initiatives in both the motivators and hygiene factors to enhance the employees job satisfaction. It is concluded that the factors motivating employees depends upon the job, environment in which they work, employee need, managerial style, kind of organization and the culture prevailing in the organization and the country.

KEYWORDS

Comparison, Motivational Factors, Ranked importance.

INTRODUCTION

Motivation is one of the most important factors affecting human behaviour and performance. There were times when employees were considered as one of the resources and treated as a tool in the organisation. However, a lot has changed now. Elton Mayo conducted a research during the year 1924 and 1932 altered the way of thinking about employees. This research was known as Hawthorne Studies. According to this study, employees require much more than just money. The study introduced the human relations approach to a company's management (Nickson, 1973). The main focus was given to the basic requirements and motivation factors of employees. The publication of the Hawthorne Study facilitated the understanding of factors that helped in motivating employees. The need for motivation stems from the need for survival and motivated employees help organizations survive (Smith GP, 1994). Studies have proved that motivated employees are more productive. Managers should realize that finding out what motivates employees is the solution to achieve the performance that the business targets to and eventually job satisfaction. Managers must identify the factors that motivates employees with respect to the roles they perform. (Hedeian, 1993). Every business manager that wishes to achieve a high performance must influence the factors that motivate employees to higher levels of productivity.

Employee motivation is one of the key drivers of success in today's competitive environment. Relevant literature generally explains that motivated employees can perform their tasks much better than de-motivated workers. What motivates people changes constantly (Bowen BE, Radhakrishna RB, 1991). Some research suggests that as employees' income increases, money becomes less of a motivator (Maach, 1988). Also, as employees get older, interesting work becomes more of a motivator.

DEFINING MOTIVATION

Motivation is the result of the interaction of the individual and the situation. Certainly, individuals differ in their basic motivational drive. Motivation is goal-directed. A goal is a specific result the individual wants to achieve (Locke and Latham 1990). The level of motivation varies both between individuals and within individuals at different times. Motivation is defined as the willingness to exert high levels of effort, toward organizational goals, conditioned by the effort's ability to satisfy some individual need. The three key elements in the definition are effort, organizational goals, and needs. The effort element is a measure of intensity. When someone is motivated he or she tries hard. But high levels of effort are unlikely to lead to favourable job performance outcomes unless the effort is channeled in a direction and benefits the organization (Katerberg and Blau 1983). Needs such as esteem and self-actualization seem to become more important as people develop. One of the most interesting series of studies that concentrates heavily on these areas was directed by Frederick Herzberg (Herzberg et al 1959).

MOTIVATION THEORIES

A number of theories have been propounded to explain Why a person behaves the way he does. Motivational theories are categorized into content theories and process theories. Among the content theories, Maslow's need hierarchy, Herzberg's two-factor model and Alderfer's ERG approach are very popular. Maslow believes that there exists a hierarchy of needs, and a person gets motivated to satisfy them in the order of the hierarchy. Herzberg's two-factor theory explains factors that affect work satisfaction instead of needs (Herzberg et al 1968). The motivation-hygiene theory resulted from the analysis of an initial study by Herzberg and his colleagues at the Psychological Service of Pittsburgh. Frederick Herzberg and his associates (1959) conducted extensive interviews with two hundred engineers and accountants using the critical-incident method for data collection. Based on the description of situations when engineers and accountants felt exceptionally good or bad about their jobs, Herzberg found that certain characteristics tend to be consistently related to job satisfaction and

others to job dissatisfaction. Factors, having the potential to lead to job dissatisfaction, were called hygiene factors by Herzberg because, if they were present, they tend to provide the basic conditions needed in normal work environments. They satisfy the basic physiological, safety, and social needs in the workplace (Maslow 1954). Such factors include company policies, supervision, working conditions, salary and so on. If not adequately provided, hygiene factors contribute to dissatisfaction with work life. Factors, having the potential to lead to job satisfaction, were called motivators by Herzberg. They tend to be more intrinsic to or under the control of individuals and appeal to their need for growth and advancement, responsibility, achievement, and recognition. When motivators were present, individuals felt satisfied with their work, when absent, they felt not satisfied, but not necessarily dissatisfied either. Herzberg concluded that the presence of hygiene factors is necessary, but not sufficient for work satisfaction.

Alderfer has categorized the needs into three – existence, relatedness and growth needs. He argues that satisfied lower-level needs make an individual search for higher-level needs. At the same time, multiple needs can be operating as motivators. McClelland's achievement motivation theory is yet another content theory. The theory posits that individuals are motivated by three needs – need for achievement, need for power, and need for affiliation. Of the three, need for achievement has a greater significance.

Process theories include Vroom's – expectancy approach, Adam's equity theory and Porter and Lawler's performance-satisfaction model. For Vroom, motivation is the product of three variables – valence, expectancy and instrumentality. The Adams' Equity (1965) Theory model extends beyond the individual self, and incorporates influence and comparison of other people's situations. The performance-satisfaction model of Porter and Lawler postulates that valence and expectancy lead to effort.

REVIEW OF LITERATURE

A large volume of research has been carried out in this theory. Few studies conducted on this theory are as follows. Dayal and Saiyadain (1970) collected data on 20 technical, and 20 non-technical personnel with work experience ranging from one to ten years. They found sufficient evidence to support the motivation-Hygiene Theory. Partial support to the theory comes from another study conducted by Pestonjee and Basu (1972). A comparative study in motivations of Indian executives was conducted with the help of a job satisfaction questionnaire. The results showed that motivators were found to contribute significantly more towards satisfaction than hygiene in the public sector group. In the private sector group motivators contributed significantly towards the feeling of dissatisfaction than hygiene. Another study that shows the inapplicability of motivation-hygiene theory was conducted by Agarwa (1978). Basically, he found that the percentages of satisfying and dissatisfying incidents among both the motivators and hygiene factors were more or less similar. Nirmala (1985) collected data on 104 junior and middle-level executives of a public sector unit. It is found that the relation with colleagues, promotion and monetary benefits were pointed out as most satisfying. Recognition, freedom and scope for innovation were ranked as the bottom three factors. Pandey (1997) collected data on 157 rail drivers. His results showed that affiliation topped the list followed by dependence, influence, extension, achievement and control.

The study of a group of supervisors in utility industry substantially confirms the findings of Herzberg (Schwartz et al 1963). Another study of scientists, engineers, manufacturing supervisors, hourly technicians and female assemblers (Myers) tends to confirm the results and theories from Herzberg's study. In this study there are differences among the various groups of individuals about the relative importance of various satisfiers and dis-satisfiers. In a study (Richard and Daphne 1966) it has been found that women employees perceive informal relationship with their fellow employees as motivational factor. In the study by Sawlapurkar (1968) of middle level managers, it was found that for the managers some of the maintenance factors such as job security, boss, company working conditions etc were satisfiers and motivating factors. In the study by Lahiri & Srivastava (1967) of middle level managers, responsibility, domestic life, accomplishment, job and the utilisation of abilities on the job were found to be motivational factors.

Thousands of the published research articles and dissertations report that job satisfaction is related to performance, productivity, organizational commitment, retention and turnover of the employees. Job satisfaction is regarded as a vital factor in almost all the Industries. Job satisfaction is an attitude which is formed when an employee takes into account his feelings, behaviours and beliefs of the job. Locke (1976) has defined job satisfaction as a pleasurable emotional state which results from the appraisal of one's job experiences. Porter, Lawler and Hackman (1975) have noted that the feeling of job satisfaction is realized by the difference between the amount of valued outcome that an employee obtains and the amount of outcome he feels he should receive. The biggest prelude to the study regarding job satisfaction was Hawthorne studies. In these studies (1924-1933) the researchers attempted to explore the impact of illumination on the productivity of the workers. The studies concluded that the novel changes in work conditions temporarily improve the productivity (called Hawthorne Effect).

The elusive nature of the job satisfaction advanced the development of number of different theories. Few theories of job satisfaction include Affect theory (Locke, 1976), equity theory (Mowday, 1992), and two-factor theory (Herzberg, Mausner, & Snyderman, 1959). According to affect theory, job satisfaction is determined by a discrepancy between what an employee desires from the job and what he gets in the job. Further, the theory states that how much an employee values a given factor of job moderates how satisfied/dissatisfied he becomes when expectations are/aren't met. Equity theory states that employees compare their inputs-outcomes ratios with the inputs-outcomes ratios of the other employees. If an employee perceives the ratio to be equal to those of relevant others then he perceives that justice prevails and a state of equity exists. However when the ratio is perceived unequal then inequity exists leading to the feelings of under-rewarded or over-rewarded. Perceptions of the equity are linked to job satisfaction, whereby the perceptions of inequity are related to job dissatisfaction. The two-factor theory of job satisfaction is credited with propelling and advancing research on job satisfaction (Steers & Porter, 1992). The premise of two-factor theory (Herzberg et al., 1959) is that job satisfaction and dissatisfaction are related to distinct job factors. The researchers theorized that the determinants of the job satisfaction are the factors which are related to the content of the job such as work itself, advancement, responsibility, achievement and recognition. The sources of job dissatisfaction are the factors which are linked to context of the job such as supervision, compensation, interpersonal relations, working conditions, and policy and administration.

Numerous studies have been conducted to replicate the findings of Herzberg et al. (1959) but to date there is no clear dismissal or support of the theory. Generally the findings of the surveys conducted on salespersons are not in agreement to two-factor theory however, few individual results do support it (Berl & Williamson, 1984; Winer & Schiff, 1980; Shipley & Kiely, 1988). Kapoor 1967 & Vaid 1968 indicated that Adequate earnings, housing, job security, opportunity for advancement and work group as top five factors contributing to job satisfaction. Although researchers have investigated job satisfaction in diverse range of the cultures, participants and occupation, yet a few of them attempted to describe the variability in overall level of job satisfaction by a linear relationship of motivator and hygiene factors. Lal and Bhardwaj (1981) found that what satisfied employees cannot be uniformly attributed to all classes of employees. Apparently people at various levels in organizations value different factors contributing to their satisfaction.

NEED FOR THE STUDY

Every business manager that wishes to achieve a high performance must influence the factors that motivate employees to higher levels of productivity. 'What motivates employees differs given the context in which the people work'. Managers in the particular sector need to identify the factors motivating the employees to accomplish the organizational and individual goals. In the last two decades, the Indian IT industry has contributed significantly to Indian economic growth in terms of GDP, foreign exchange earnings and employment generation. IT has speed up the structural transformation in different areas in the economic, social and cultural life in Indian economy. A society with a well-educated, technology-literate population is more likely to attract and sustain new businesses. Assuming that IT and non-IT firms in India differ with each other in terms of various Human Resources Practices and Policies particularly Motivational Factors, the study titled "A Study On Factors That Motivate IT And Non-IT Sector Employees: A Comparison" has been initiated to know whether the factors motivating the employees differ from sector to sector.

OBJECTIVES OF THE STUDY

The objective of the study is to describe the importance of the motivating factors to the employees in IT and non-IT sector. This study was conducted using IT and Non-IT sector employees to compare the two work environments and note differences in preference over job satisfaction factors. For this purpose, Two-

Factor Herzberg motivation theory has been used. The study investigated twelve factors include: work itself, recognition, advancement, responsibility, growth, achievement, boss, personal life, status job, work conditions, company policy and job security.

METHODOLOGY

The research method design employed is descriptive survey method, target population of study includes employees in IT and non-IT sector and sample size comprised of 200 employees in both the sectors situated in India. Data was collected through the questionnaire. The questionnaires have been distributed and the respondents have been asked to rank the importance of factors that motivated them in doing their job based on the scale 5 -very Important , 4-Important, 3-Neutral, 2- less important, 1- not important. To study the responses on rankings towards motivational factors by both sectors, means and percentages have been calculated. Higher the mean, higher is the rank and vice versa. To find out how far the rankings of both the sector employees for motivational factors go together, Spearman rank-order correlation is calculated.

RESULTS AND DISCUSSION

This paper has made an attempt to study the motivational factors the employees among the IT and non-IT sector rank as important. The respondents have been asked to give the rankings over the Herzberg's two-factor theory of motivational factors which motivates them and makes them to contribute highly towards the organization. In an attempt to answer the question "what motivates employees?", the responses of the IT and non-IT sector employees to the ranking of expectations were collected and presented in fig-1 and fig.2. Fig.1 shows the factors motivating IT employees under study and fig.2 shows the factors motivating the non-IT sector employees. The study produced different results between the IT and non-IT sector respondents. The ranked order of motivating factors by IT sector respondents were (fig.1): (a) Opportunity to grow (Growth), (b) Work itself, (c) Job responsibility, (d) Opportunity for Advancement, (e) Recognition, (f) Personal Life, (g) Status Job, (h) Job Security, (i) Working conditions, (j) Company policies and procedures, (k) Good Boss, and (l) Achievement. The non-IT sector responses were slightly different from the IT sector responses. The ranked order of motivating factors for non-IT sector respondents were (fig.2): (a) Personal life, (b) Work itself, (c) Status job, (d) Job security, (e) Opportunity for advancement, (f) Working conditions, (g) Company policies and procedures, (h) Good Boss, (i) Achievement, (j) Recognition, (k) Opportunity to Grow, and (l) Job responsibility.

Results in fig.1 indicate that IT sector employees ranked the factor 'Opportunity to Grow (Growth)' with mean value 4.73, percentage score 93 (fig.1) as very important compared, while non-IT sector employees ranked the factor 'Personal life' with mean value of 4.48, percentage score 87 (fig.2). The results indicate that the employees of both the sectors under study have given second importance to "Work Itself". However, IT sector employees expressed lower value to the factors 'Achievement', 'Good Boss' and 'Company policies and procedures'. While the non-sector employees expressed lower value to the factors 'Job responsibility', 'Opportunity to grow' and 'Recognition'.

A comparison of the results of both the sectors (fig.1 and fig.2), show that the IT sector employees have ranked the motivators like Growth (mean 4.73), Work itself (mean 4.63), Job responsibility (mean 4.54), Opportunity for Advancement (mean 4.49), and recognition (4.46) as the most important motivational factors. While non-IT sector employees have ranked personal life, work itself, status job, job security and, opportunity for advancement as the most important motivational factors. Herzberg, Mausner, & Snyderman (1959) stated that to the degree that motivators are present in a job, motivation will occur. The absence of motivators does not lead to dissatisfaction. Further, they stated that to the degree that hygiene factors are absent from a job, dissatisfaction will occur. When present, hygiene factors prevent dissatisfaction, but do not lead to satisfaction. In our example, the lack of challenging and interesting job and opportunity for advancement (motivators) for the non-IT sector employees would not lead to dissatisfaction. Lack of good personal life, status job and job security (hygiene factors) may lead to job dissatisfaction. Similarly lack of growth, challenging job, responsibility, advancement and recognition (motivators) for IT sector employees would not lead to dissatisfaction. Employees will be motivated when they do challenging and interesting job, have an opportunity to grow, take the job responsibility, have an opportunity for advancement and recognized by giving monetary and non-monetary rewards for their contribution towards the job and the organization and but will not necessarily be motivated by good personal life, status job and job security.

In order to find out how far the rankings for different motivational factors by the IT and non-IT sector employees go together, rank correlation coefficient has been calculated and presented in table-1. In the table, rankings are used to compare the responses of IT sample with non-IT sample. The value of this coefficient lies between +1 and -1. When R is + 1, there is complete agreement in the order of the ranks and the ranks are in the same direction. When R is -1, there is complete agreement in the order of the ranks and they are in opposite directions.

The calculated coefficient of rank correlation is -0.042. This shows that the rankings of these IT and non-IT sector employees are not close as far as their preferences on motivational factors are concerned. Employees of both the sectors indicate that the ranking of the motivational factors is not similar, suggesting that people belonging to different sectors and the environment experience differences in indicating motivators and hygiene factors. Thus we find that there is a negative correlation in the ranks assigned by the employees of two sectors.

This study has been compared with the results of the original study by Herzberg and others (1959). IT employees drawn for study indicate that the motivators except achievement are the more interesting motivational factors similar to that of original study conducted by Herzberg and others, suggesting that people belonging to different professions and countries experience similarity in indicating motivators like recognition, work itself, responsibility, advancement, and growth as the most important motivational factors. As far as satisfiers are concerned, this study and original study ranked motivators more important than hygiene factors, but these two studies varied in their rankings towards the motivators. For example, growth is ranked as the first important motivator in this study, but ranked as sixth motivator by Herzberg. Achievement was ranked as one of the most important motivational factors by Herzberg study, but was ranked least among twelve factors in this study. Though the rankings varied but there is a positive correlation between the study on IT employees and the original study. Non-IT sector employees drawn for study indicate that personal life, work itself, status job, job security and opportunity for advancement are the important motivational factors. Some of the factors considered as "Hygiene factors" by Herzberg (personal life, status job, and job security) are considered by non-IT employees to be "motivators". The factors like achievement, recognition, growth, and job responsibility are considered as least motivating factors in this study, which are motivators according to Herzberg study. Thus it is found that these two studies are in opposite directions in the rankings to motivational factors, suggesting that people belonging to different professions experience differences in indicating the motivational factors. Thus it can be concluded that the factors motivating employees depends upon the job, environment in which they work, employee need, management support, organization in which they work and the culture prevailing in the organization and the country.

The rankings of motivational factors in this study have been compared with related research. Growth was ranked first by IT sector employees in this research, but was ranked fourth by Narain (1971) and fifth in Singhal and Upadhyay (1972). Personal life was ranked first motivational factor by non-IT sector employees in this study and by Pestojee and Basu (1972), and Rao and Ganguli (1971), but was ranked third by Kumar, Singh & Verma (1981), fourth by Personjee & asu (1972). A study of technical supervisors, conducted by Dayal and Saiyadain (1970), yielded the following ranked order of motivational factors: achievement, work itself, recognition, responsibility and inter-personal relations; and study of non-technical supervisors yielded the ranking as achievement, work itself, recognition, advancement, and responsibility. In this study and the study by , work Dayal and Saiyadain (1970), work-itself ranked as the second most important motivational factor, but was ranked third by Rao (1970) and fifth by Lal and Bhardwaj (1981). The variations in these research findings support the idea that what motivates employees differs depending upon the need of the employees, context in which they work, type of organization etc. After analyzing this study and the various related studies, it is clear that employees rank motivators like responsibility, recognition, advancement, achievement and work itself as the top five motivational factors by most of the studies undertaken and the factors like salary, job security, working conditions, inter-personal relations, growth and personal life have been ranked among the top five motivational factors by very few studies. It shows that they are more interested to get motivated by fulfilling the motivators.

IMPLICATIONS AND SUGGESTIONS

For an organisation to be effectiveness, it must tackle the motivational problems involved in stimulating people's desires to be members of the organisation and to be productive workers. IT sector employees valued 'opportunity to grow' and 'work' as highly important than other factors. The management should therefore, provide a work climate in which everyone has a chance to grow and mature as an individual and as a member of a group. Non-IT sector employees preferred the factors 'Personal life' and 'Work itself' over other factors. It indicates that the employees would like to prioritize between 'Work' and 'Life'. Current and future entrants to the job market are also placing a higher priority on work-life balance and flexibility. Work-life balance is becoming a major challenge to HR manager as more women are taking up jobs to add to finances of their families or to become careerists. Organisations should undertake work-life balancing programmes, as in their absence people will be exposed to stress, depression and anxiety on one hand and lead to employee exit, absenteeism, and low productivity on the other hand.

The factor 'Work' has been ranked second by both the sector employees. The employees are expecting the job to be more interesting and challenging. This can be done by techniques like job loading, job enrichment etc. There are two techniques in job loading to make the job more interesting and challenging: horizontal job loading and vertical job loading. A horizontal job loading assumes that if employees are given more work at the same level at which they are currently performing, they will be motivated to work harder and also be more satisfied with their work. In a vertical job loading, changes in job include larger areas of responsibility. Jobs are restructured so that they will become intrinsically more interesting. The worker is motivated because his job is more challenging and more meaningful. He is given as much responsibility as possible, and is encouraged to be accountable for his work with little supervision. Also through job enrichment, the job is made more interesting and challenging as it implies a deliberate upgrading of responsibility, scope and challenge.

Recognition is ranked as one among the top motivators by IT employees. When an employee does his work well, he wants it to be praised and recognized by his boss and fellow-workers. It may be shown in the form of praise, promotion, assigning more interesting tasks, awards, etc. Status job is ranked as fourth by non-IT sector employees, therefore the management should try to satisfy these needs by establishing status symbols and distinctions in its organization to satisfy social and egoistic needs of an employee. For the employees to whom job security is important motivator, job security may be provided either by properly regularizing the amount of work that must be done by a fixing of the hours of work and by finding out work for those who have been rendered surplus because of changes in techniques of production or lines of production or recessionary conditions in the market, or by adoption of schemes of rationalization, modernization and automation.

On the other hand, the two factors 'achievement' and 'Boss' have been prioritized as low compared to other factors. In this competitive environment, without good superiors and their support to subordinates, organizations will suffer immensely. Management need to take care of superior and subordinate relationship which leads to individual and organisational goals. The factor 'Job responsibility' has been valued very low by the non-IT sector employees. This may be because of monotonous and uninteresting jobs assigned to the employees. There is a need for the management to assign the jobs considering the inputs and the interest of the individuals to take up particular job and also to take the steps towards the motivation so that the individuals show willingness to accept the responsibility. Job descriptions are essential for all people in work. Without a job description it is not possible for a person to properly commit to, or be held accountable for, a role. Job descriptions improve an organisation's ability to manage people and roles. Apart from the above factors, others factors should also be considered in order to reduce dissatisfaction and enhance satisfaction in the job and the organisation.

CONCLUSION

Productivity in an organization does not only depend on the ability to do but also will to do. An attempt has been made to study the preferences for job satisfaction factors among IT and non-IT sectors. It is found that IT sector employees preferred motivators than the hygiene factors, while non-IT sector employees preferred motivators as well hygiene factors. This indicates that the IT employees would like to enhance the job satisfaction by emphasizing more on motivators. Findings suggest Growth and Work are the key factors to higher employee motivation for IT sector employees, while Personal life and work are key to higher employee motivation for non-IT sector employees. There is a negative correlation in the ranks assigned by the employees of two sectors. Comparison of the study with original study concluded that the motivational factors depend upon the context in which the people work. For an organisation to be effectiveness, it must tackle the motivational problems involved in stimulating people's desires to be members of the organisation and to be productive workers. The techniques like job enlargement, job loading, etc can be implemented in an organization to see the high productive employees.

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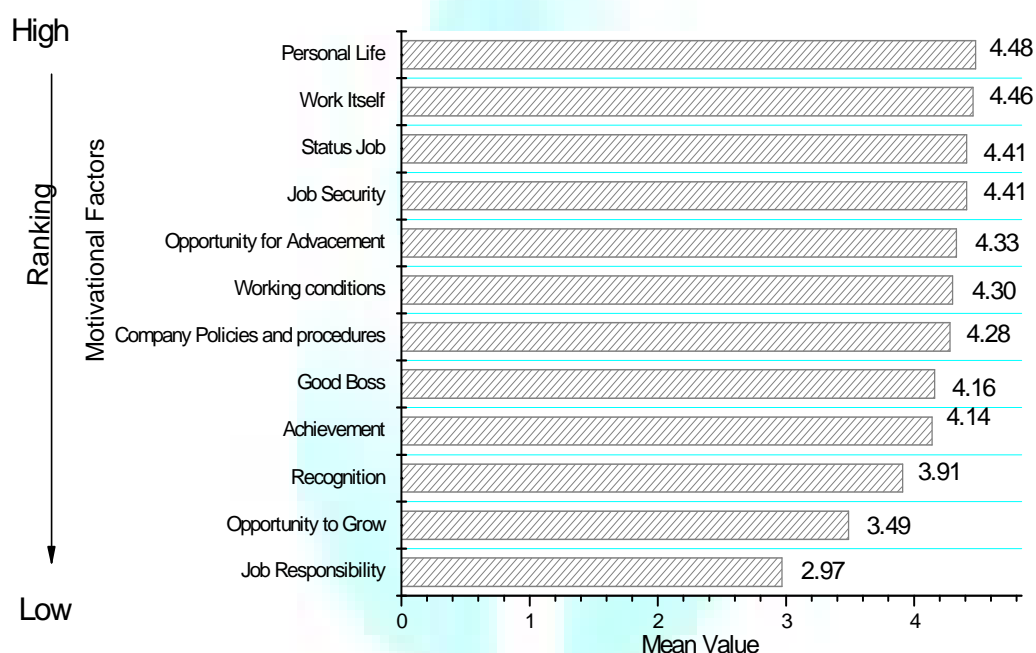
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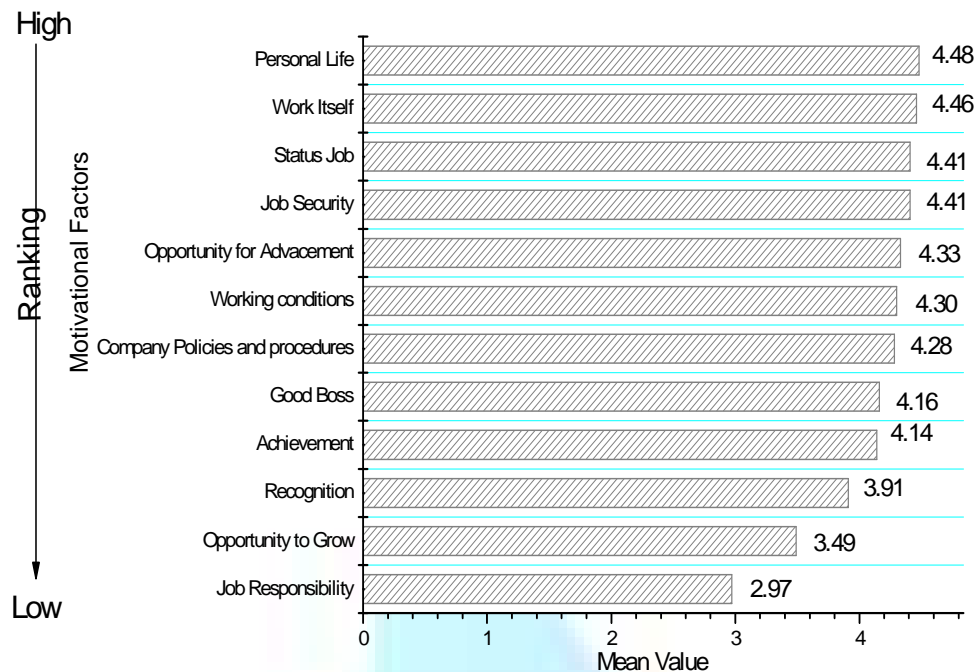
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FIGURES



(Fig.1) Factors motivating non-IT sector employees



(Fig.2) Factors motivating non-IT sector employees

TABLE

Table-1: CALCULATION OF RANK CORRELATION COEFFICIENT

Factors	Rank by IT Sector Employees R_1	Rank by Non-IT Sector Employees R_2	$(R_1 - R_2)^2$
Achievement	12	9	9
Recognition	5	10	25
Work itself	2	2	0
Job Responsibility	3	12	81
Advancement	4	5	1
Growth	1	11	100
Company Policies	10	7	9
Working Conditions	9	6	9
Interpersonal Relationship	11	8	9
Status Job	7	3	16
Job Security	8	4	16
Personal Life	6	1	25
N=12	$\Sigma D^2 = 300$		

The calculated rank correlation coefficient is - 0.042

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