

An Analysis of Employees Motivation and Its Impact on Job Performance in the IT Sector**Under the Guidance of****Dr. Alka Agnihotri****Submitted by****Anshika Tripathi****22GSOB2011055****School of Management Galgotias University****EXECUTIVE SUMMARY**

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

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

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

Meaning of Motivation

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

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

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

Importance of the Motivation

1. Greater efficiency:

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

2. Reduction in absenteeism and labour turnover:

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

3. Team spirit:

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

4. Reduction in wastages and breakages:

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

Characteristics/Features of Motivation:

1. Interaction between the individual and the situation:

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

2. Goal-directed behaviour:

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

3. Systems oriented:

Motivation is influenced by two forces:

a) Internal forces:

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

b) External forces:

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

Need of the Motivation

Motivation plays a crucial role in improving employee performance and organizational outcomes. It satisfies employees' needs, leading to increased dedication and optimal performance. Motivation can also transform negative or indifferent attitudes into positive ones, fostering alignment with organizational goals through proper recognition and rewards. Furthermore, motivation helps reduce employee turnover by addressing their motivational needs, thereby saving costs associated with recruitment and training. Overall, effective motivation contributes to enhanced performance, positive attitudes, and retention within the organization.

Types of Motivation

The **two** types of motivation are:

1. Intrinsic motivation



2. Extrinsic motivation

1. **Intrinsic motivation**

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

2. **Extrinsic motivation**

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

Tools of Motivation to Boost Employee Morale

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

1. Job Characteristic Model

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

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

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

2. **Job Redesign**

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

- Job Rotation
- Job Enlargement
- Job Enrichment

3. **Alternative Work Arrangements**

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

- Flexible Work Timings
- Job Sharing
- Telecommuting

4. Empowerment

Empowerment entails granting employees greater autonomy and decision-making authority within their work areas, without constant oversight from immediate superiors. It is a psychological tool aimed at boosting employee self-esteem and fostering innovation, rather than solely providing monetary benefits. Employees are encouraged to utilize their skills, abilities, and creativity while accepting accountability for their work. Adequate training and access to relevant information are crucial for successful empowerment. Conducive conditions for empowerment include encouraging employees to take ownership of their work, being receptive to their innovative ideas, fostering high levels of trust between employees and superiors, and providing frequent feedback on performance. Empowerment enhances employee self-efficacy, leading to increased confidence and effectiveness in task accomplishment.

5. Participative Management

Participative management involves including workers or their representatives in decision-making processes at various levels of the organization. It aims to engage those affected by decisions in the decision-making process itself. Employees contribute time, commitment, and energy to the workplace and therefore should have opportunities to express their views and be given due importance by management when forming policies. Methods of participation include involvement at the board level, share ownership, joint councils and committees, job enlargement, financial participation, empowered teams, and collective bargaining.

1. Quality of Work Life (OWL)

Work-life quality is influenced by the workplace environment and reflects the overall satisfaction employees derive from their work. Key factors impacting work-life quality include pay, benefits, job security, job enrichment, job flexibility, and other measures aimed at enhancing employee well-being and satisfaction. These factors collectively contribute to creating a positive work environment and promoting employee happiness and fulfillment.

2. Mentoring

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

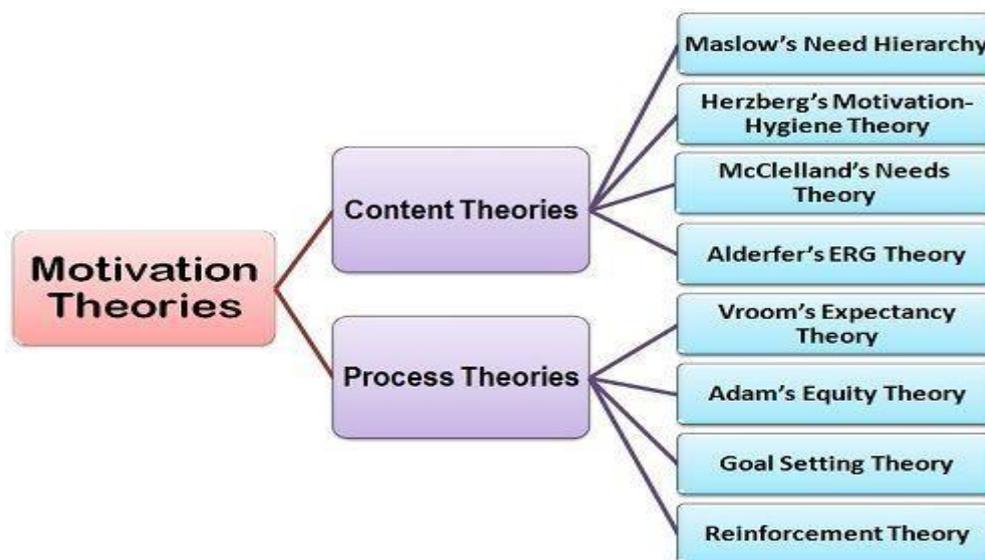
3. Employee Counselling

During challenging times, employees may experience demotivation due to various factors such as unrealistic targets, excessive workload, personal issues, etc. In such cases, HR managers, supervisors, and line managers play a crucial role in counseling the distressed employee. This involves listening to the employee's concerns, addressing issues, providing feedback, offering alternative perspectives, suggesting solutions, and deciding on appropriate actions. Continuous follow-up and monitoring of progress ensure that corrective measures are effective. HR managers collaborate with relevant supervisors, schedule joint counseling sessions, solicit feedback, and stay informed to facilitate the employee's development and well-being.

Theories of Motivation

Motivation theories aim to explain what drives individuals to work in particular ways. Content theories focus on identifying the factors that motivate people, answering the question of "what" motivates them. On the other hand, process theories delve into the mechanisms of motivation, addressing the question of "how" motivation occurs. These theories help understand the internal and external factors that influence an individual's drive to achieve goals, even in challenging conditions within organizational settings.

Thus, theories of motivation can be broadly classified as:

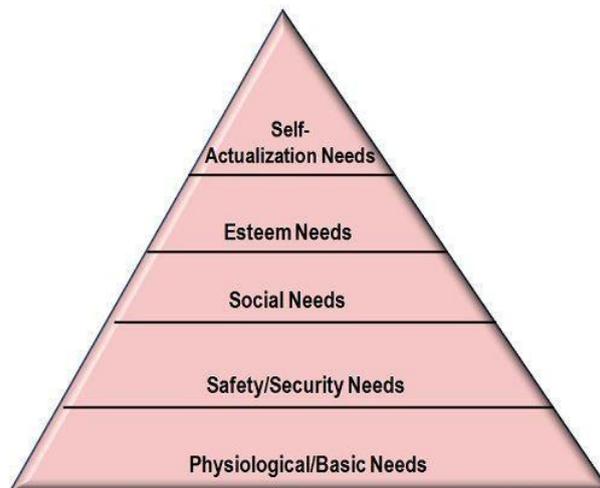


A. Content Theories

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

1. Maslow's Need Hierarchy

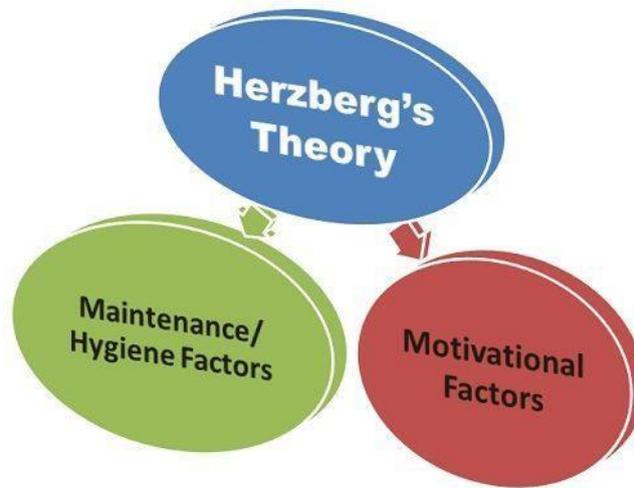
Maslow has given a framework that helps to understand the strength of needs and how a person moves from one need to the other when the basic needs are fulfilled. These needs are arranged in the hierarchical form as shown below:



2.

Herzberg's Motivation-Hygiene Theory

Herzberg's Motivation-Hygiene Theory, developed by Frederick Herzberg and his associates, distinguishes between hygiene factors and motivational factors in the workplace. Hygiene factors, such as job conditions, provide a baseline level of satisfaction and their absence leads to dissatisfaction, but their presence alone does not strongly motivate. On the other hand, motivational factors contribute to high job satisfaction and strong motivation, but their absence does not necessarily result in dissatisfaction.



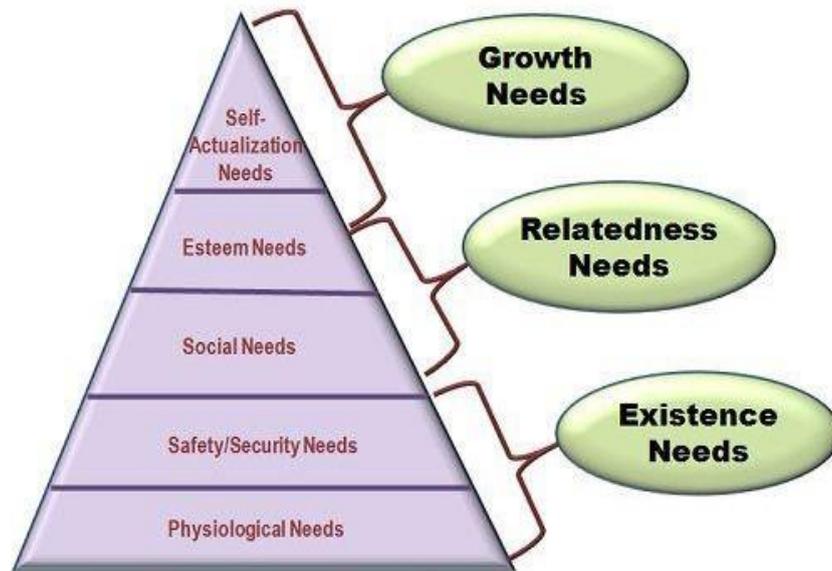
3. McClelland's Needs Theory

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



4. Alderfer's ERG Theory

Alderfer's ERG Theory is the extension of Maslow's Needs Hierarchy, wherein the Maslow's five needs are categorized into three categories, viz. Existence Needs, Relatedness Needs, and Growth Needs. This led to the formation of Alderfer's ERG theory, which comprises of the condensed form of Maslow's needs.



B. Process Theories

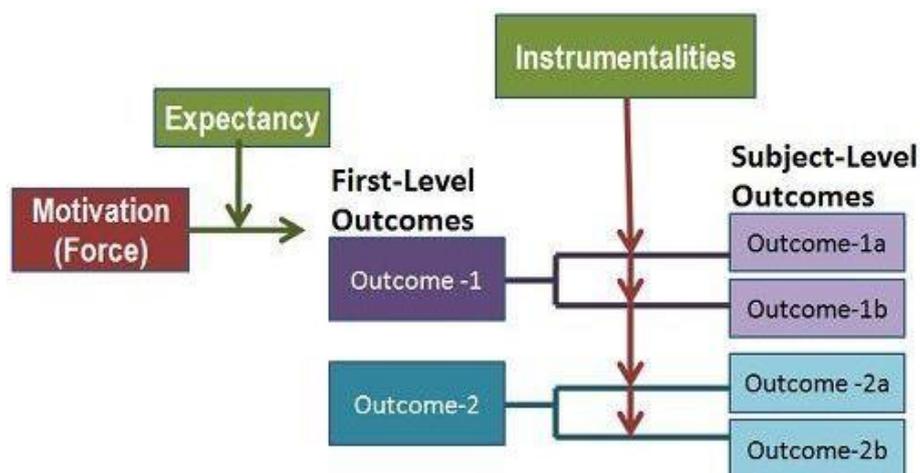
The process theories deal with “How” the motivation occurs, i.e. the process of motivation and following theories were given in this context:

1. Vroom’s Expectancy Theory

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

The algebraic representation of Vroom’s Expectancy theory is:

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



i. Valence:

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

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

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

2. Adam's Equity Theory

Adam's Equity Theory, proposed by John Stacey Adams, asserts that individuals seek fairness in the relationship between their inputs (contributions) and outputs (rewards) compared to others. If inputs exceed outputs, employees become demotivated. The theory assumes individuals expect fair exchange between their contributions and rewards and compare their situation with others to rectify any perceived inequalities.

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

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

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

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

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

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

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

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

3. Reinforcement Theory of Motivation

The Reinforcement Theory of Motivation, proposed by B.F. Skinner, asserts that behavior is influenced by its consequences. This theory is based on the "Law of Effect," suggesting individuals are likely to repeat actions with positive outcomes while avoiding those with negative consequences. It operates on the principle of operant conditioning, where behaviors are shaped by environmental factors, including positive rewards or punishments. The theory emphasizes that behaviors leading to pleasure are likely to be repeated, while those resulting in negative outcomes are avoided. Overall, it focuses on how actions are influenced by their consequences, highlighting the role of reinforcement in shaping behavior.

4- **Carrot and Stick Approach of Motivation**

The Carrot and Stick approach of motivation, rooted in the principles of reinforcement, suggests using rewards (carrots) and punishments (sticks) to elicit desired behaviors. Originating from philosopher Jeremy Bentham during the industrial revolution, it draws from the idea of motivating a donkey with a carrot in front and a stick behind. Rewards are given for efficient performance, while punishments are applied for non-performance. Effective punishment encourages desirable behavior selection, temporary suppression of undesirable behavior, timely administration, and avoiding unintentional rewarding of undesired behavior. Careful application ensures both components positively motivate individuals in an organization.

2.1 Literature Review

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

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

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

Problem Definition

Employees motivation allows management to meet the company's goals and the motivated employees can also lead to increased productivity and allow an organisation to achieve higher levels of outputs but if the employees are not motivated then the employees becomes demotivated and it is difficult for the organisation to meet its goals. Hence, the fundamental nature of this study is to find out that what are the monetary and non- monetary motivational factors that motivates the employee's and its impact on the job performance of the employee's in the IT Sector.

Need of the Study

The basic need of the study is to identify the motivational factors and its impact on employee's performance as motivation plays a vital role on employee's performance and productivity of the organisation. Hence, a project is conducted to see how different variables motivate employees and support the organization to improve the performance of employees.

Objectives of the Study

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

Hypothesis

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

4.1 **Research Design**

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

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

DATA SOURCE

1. **Primary data**

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

2. Secondary data

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

i. **Sampling Methodology:**

The sampling methodology used is convenient sampling.

ii. **Sample size:**

The sampling size undertaken for this research is

50 employees of the different organizations comes under IT sector.

iii. **Research Tool:**

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

Analysis and Data Interpretation

A. Demographic Information:

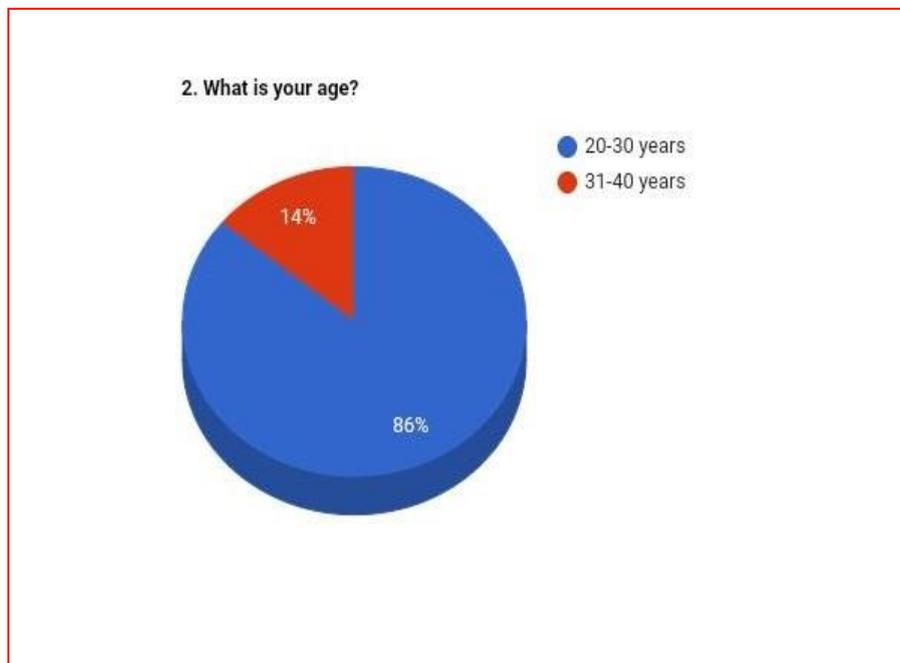
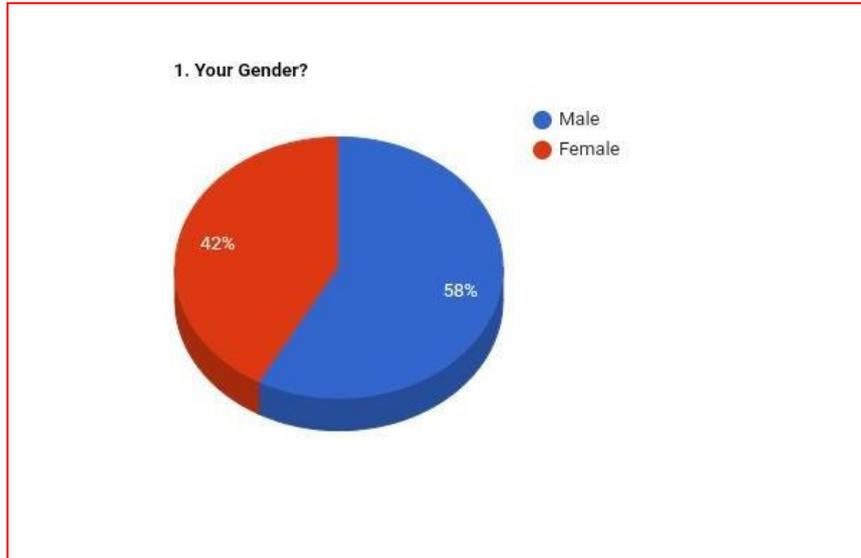
1. Analysis:-

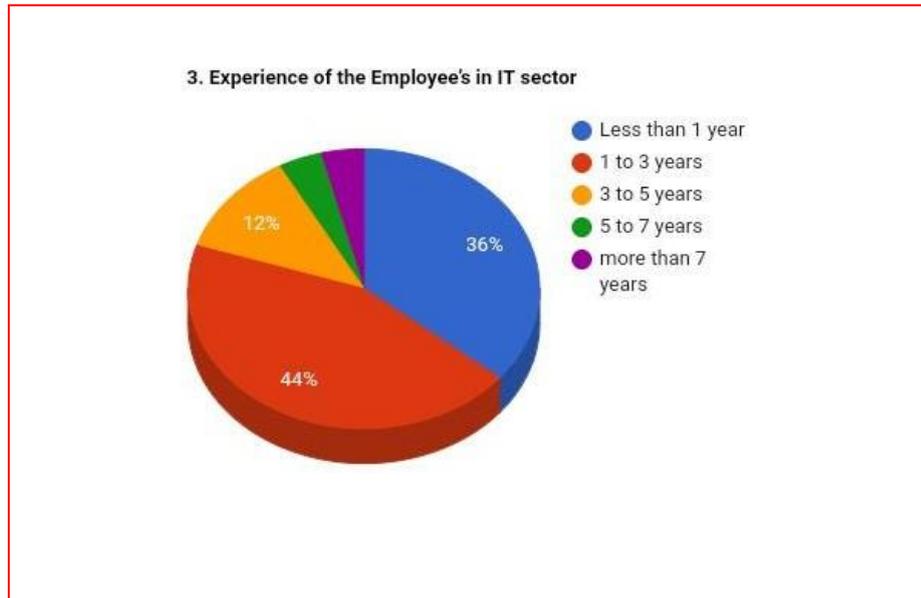
Characteristics		Frequency (Sample Size=50)	Percentage
Gender	● Female	20	42%
	● Male	30	58%
Age	● 20-30 years	42	86%
	● 31-40 years	8	14%
	● More than 41 years	0	-
Experience	● Less than 1 year	14	36%
	● 1 to 3years	28	44%
	● 3 to 5years		
	● 5 to7years		
	● More than 7 years	8	12%
	0	-	
	0	-	

Table No. 5.1 – Showing the demographic Information about Respondents

2.

Charts Representation:-





3. Interpretation of Demographic Information:-

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

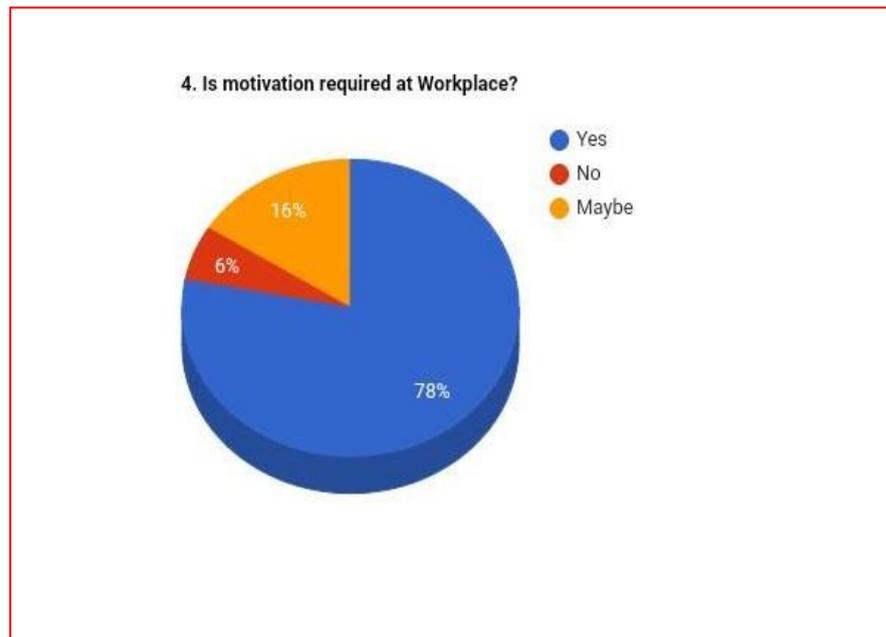
B. Employees Motivation Factors:-

4. Is motivation required at Workplace?

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

Table No. 5.2 - Showing requirement of motivation at workplace

Chart Representation:



Interpretation:

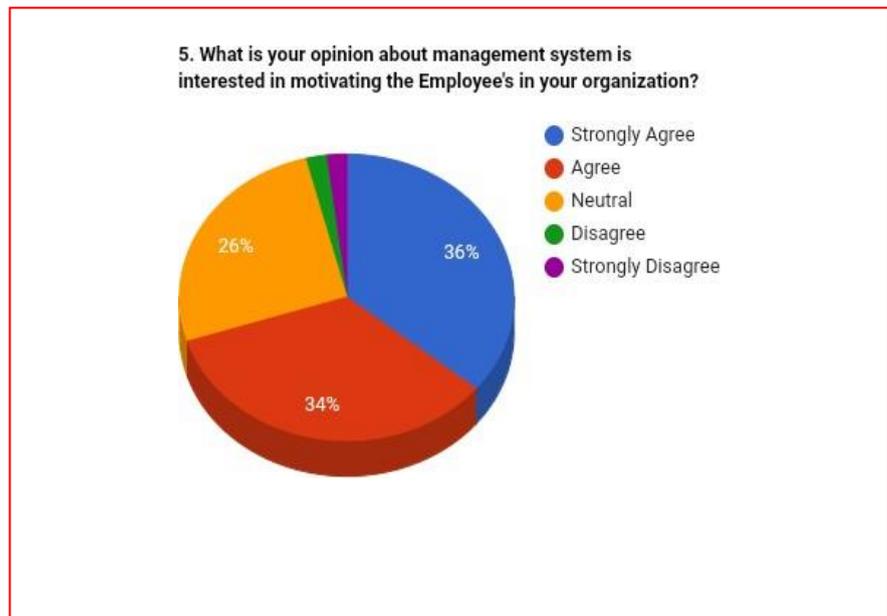
From study conducted, it was found that majority of the respondents in the organisation considered that motivation is required at the workplace. 78% employees said Yes, 6% said No and 16% employees were on may be side.

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

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

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

Chart Representation:



Interpretation:

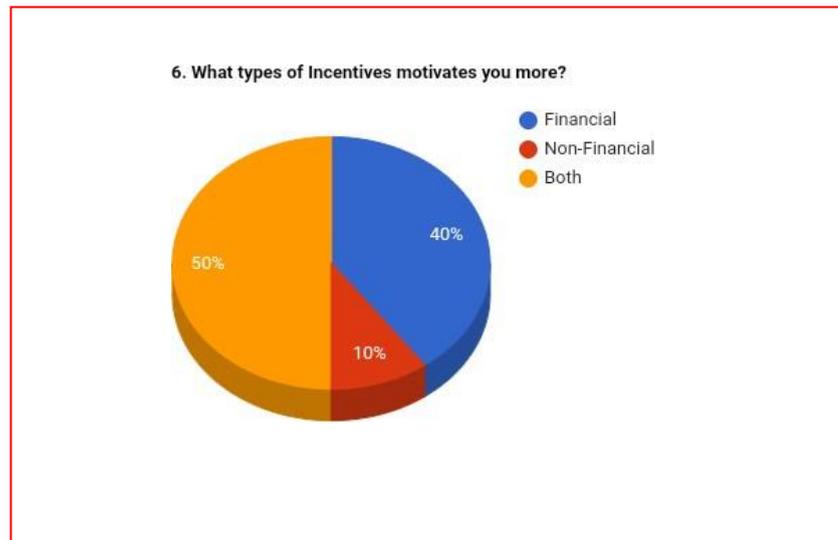
From the study, it is found that, 36% employees were strongly agree, 34% were agree, 26% were on neutral side and other 2% are strongly disagreeing for motivating employees in their organization.

6. What types of incentives motivates you more?

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

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

Chart Representation:



Interpretation:

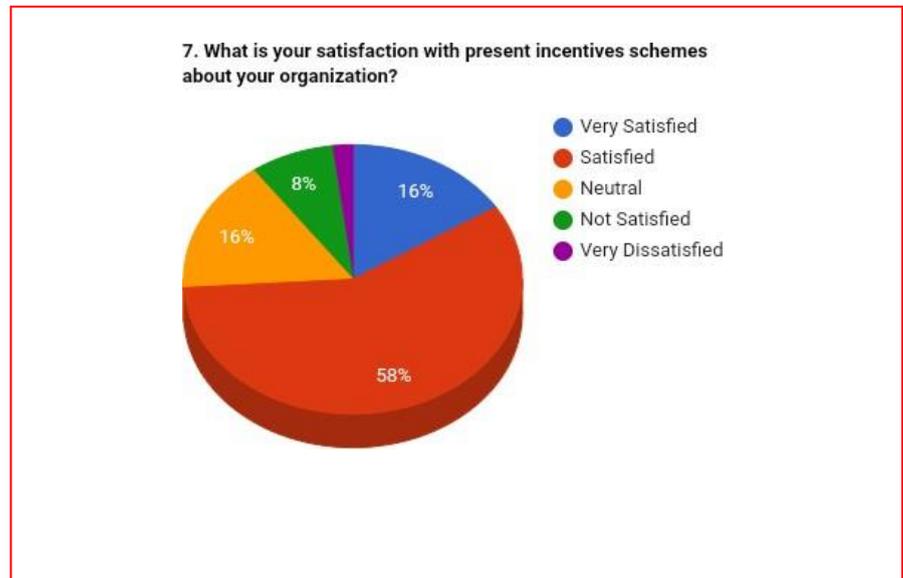
From the study, it is found that, Both Monetary and Non-Monetary incentives motivates employees which were 50% of respondents, where 40% employees onlyfor monetary incentives and remaining 10% were onlyfor Non-Monetary incentives.

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

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

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

Chart Representation:



Interpretation:

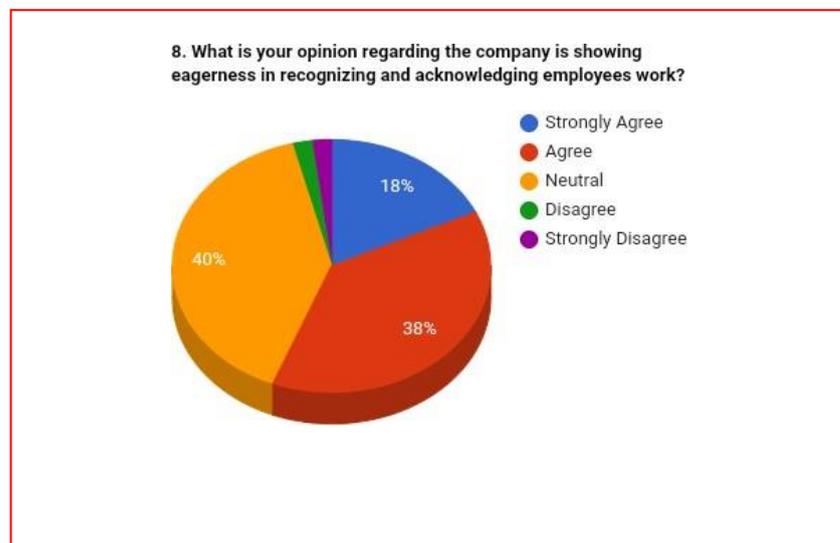
From the study, it is concluded that, 16% employees were very satisfied, 58% employees were satisfied, 16% employees were neutral, 8% employees were not satisfied, and remaining 2% employees were very dissatisfied for present incentives schemes going in their organization.

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

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

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

Chart Representation:



Interpretation:

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

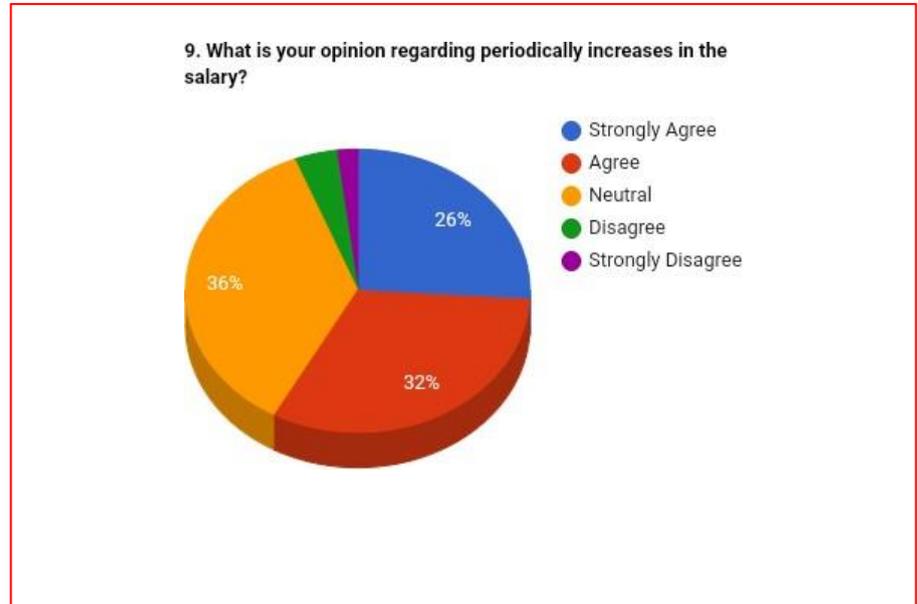
9.

What is opinion regarding periodically increases in the salary?

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

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

Chart Representation:



Interpretation:

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

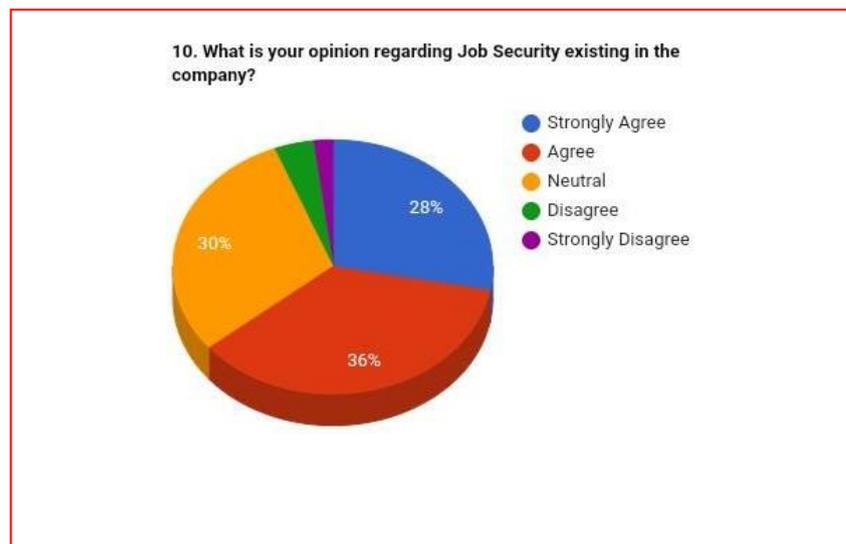
10.

What is opinion regarding Job Security existing in the company?

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

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

Chart Representation:



Interpretation:

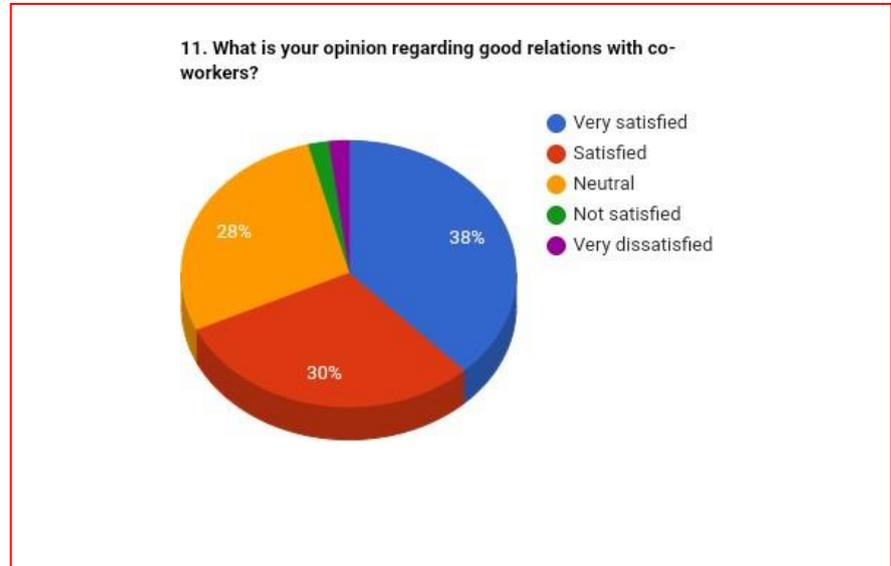
Further revealed that, 28 % respondents strongly agree,36% respondents agree, 30% respondents were on neutral platform, and remaining 6% respondents were disagreeing for Job Security existing in the company.

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

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

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

Chart Presentation:



Interpretation:

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

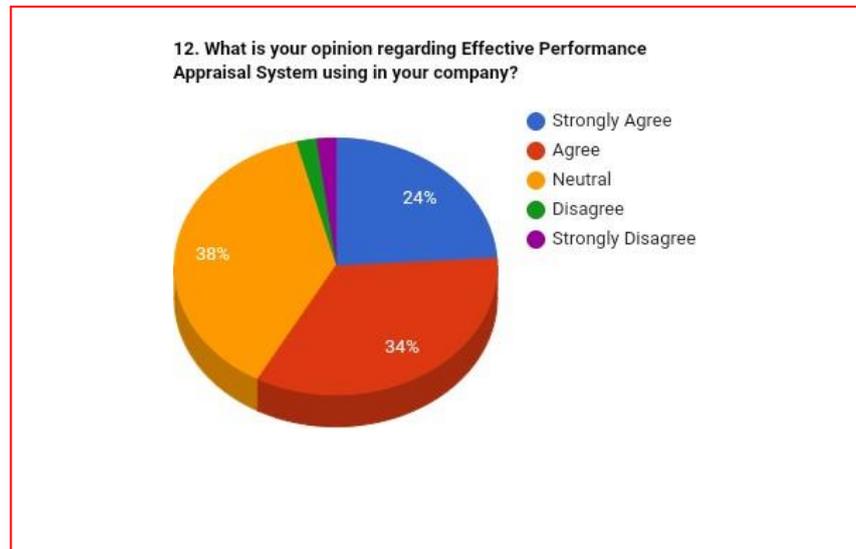
12. using in your Company?

What is opinion regarding Effective Performance Appraisal System

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

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

Chart Presentation:



Interpretation:

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

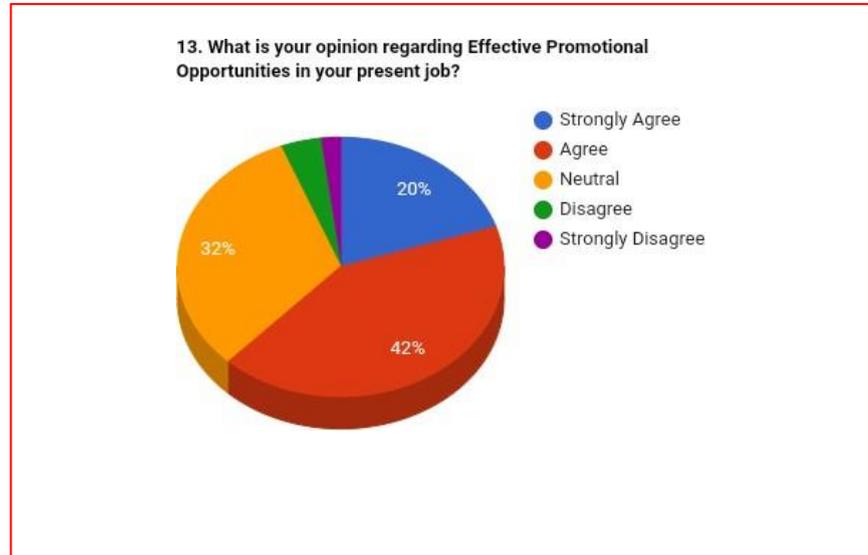
13.
job?

What is opinion regarding Effective Promotional Opportunities in your

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

Table No. 5.10 – Showing results for Effective Promotional Opportunities

Chart Representation:



Interpretation:

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

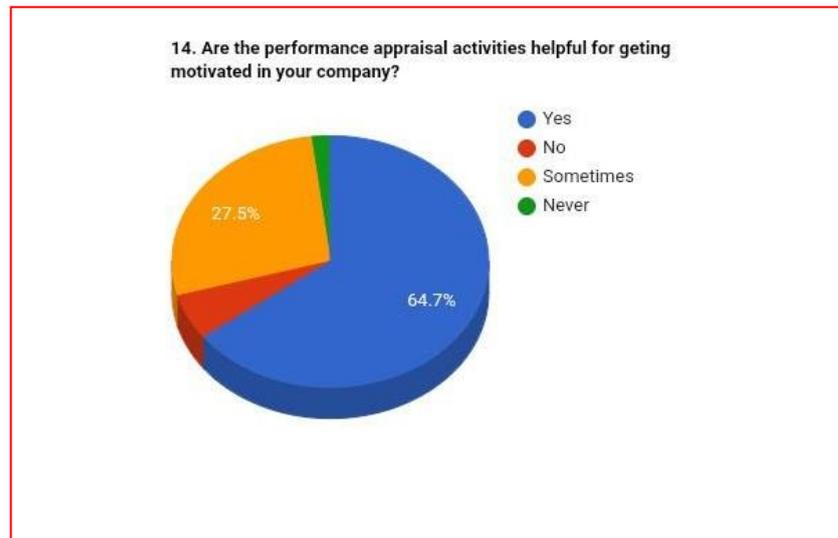
14.
in your company?

Are the Performance Appraisal activities helpful for getting motivated

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

Table No. 5.11 – Showing results for PerformanceAppraisal activities

Chart Representation:



Interpretation:

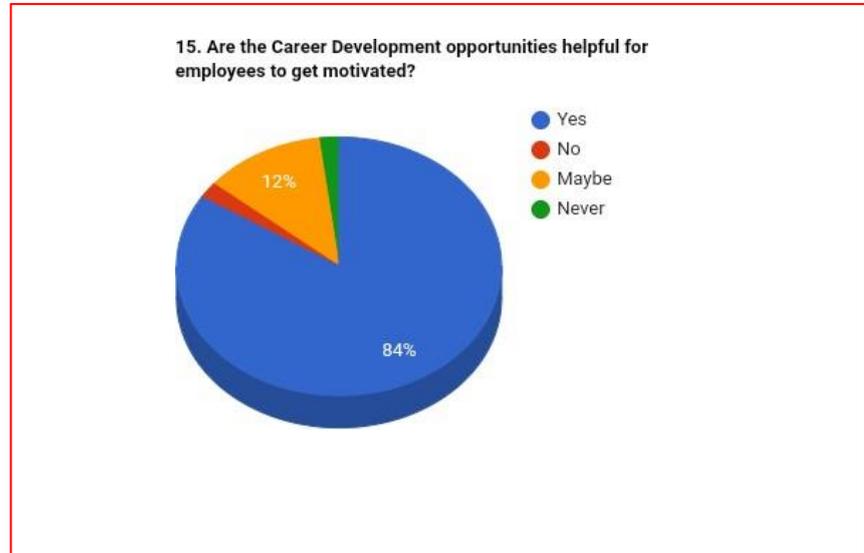
From the study conducted it is found out that almost 65% of respondents were finding performance appraisal activities helpful for getting motivated and 27 % are agreeing on that sometimes it is helpful during the working period in an organization.

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

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

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

Chart Representation:

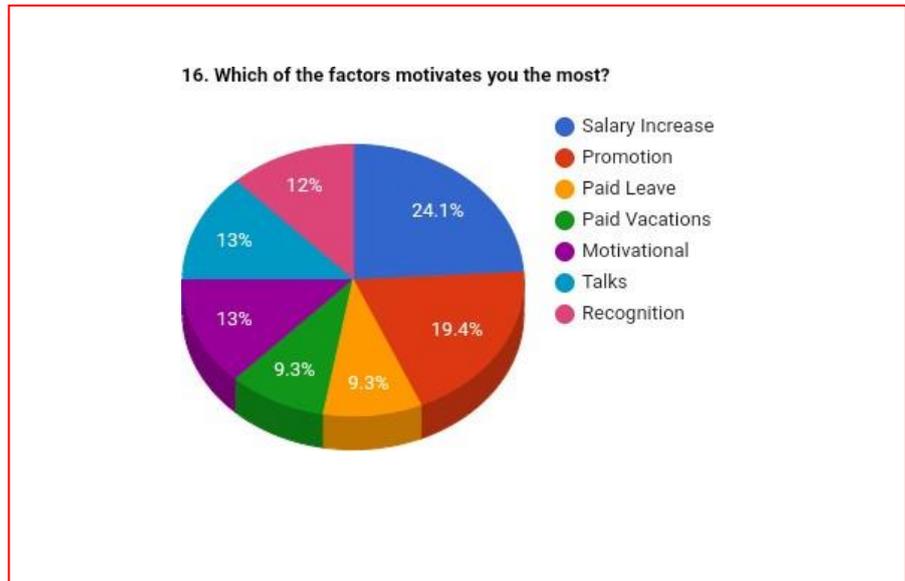


Interpretation:

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

16.

Which of the factors motivates you the most?



Interpretation:

Following are the factors which motivates employee the most:

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

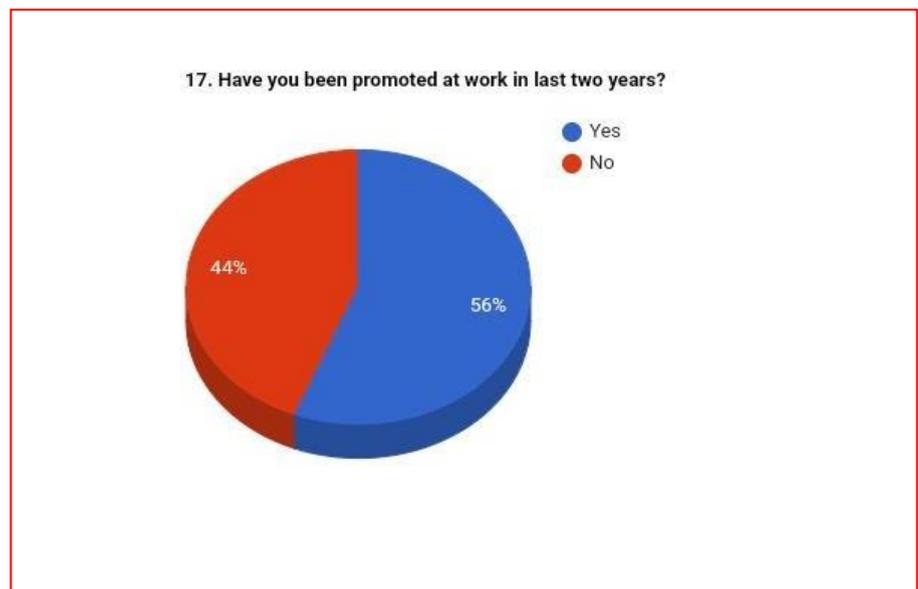
17.

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

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

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

Chart Representation:



Interpretation:

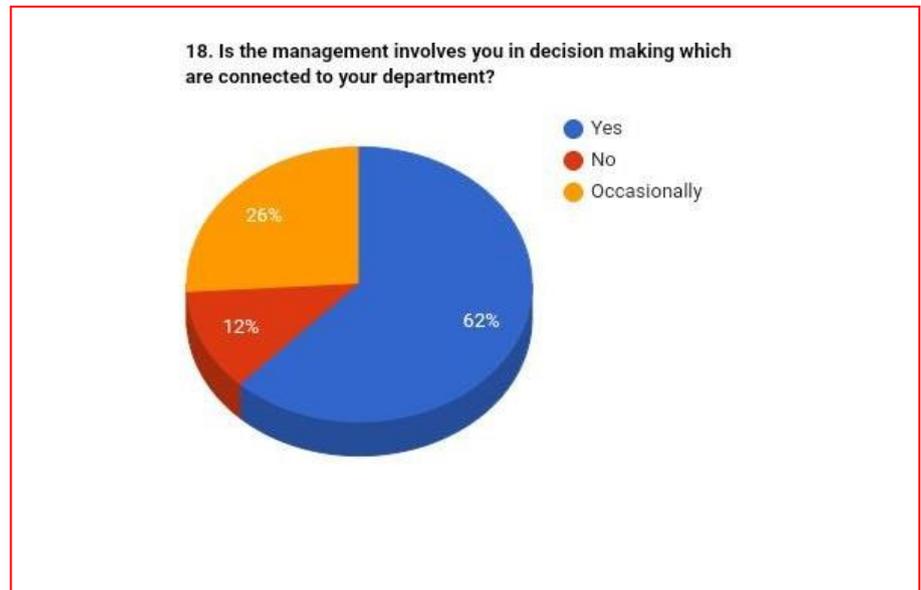
It is founded that in the past 2 years, 56% of employees were gets promoted while 44% were on same position in an IT sector company.

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

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

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

Chart Representation:



Interpretation:

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

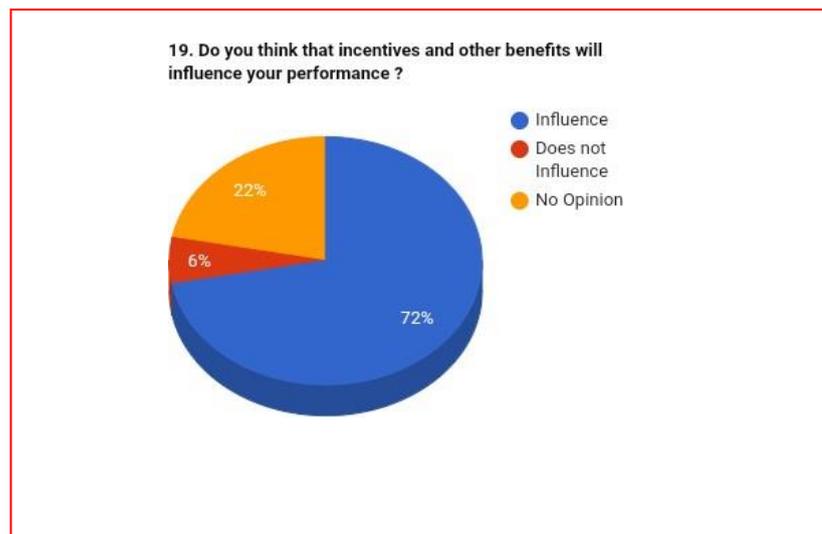
19.
performance?

Do you think that incentives and other benefits will influence your

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

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

Chart Representation:



Interpretation:

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

Hypothesis Testing

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

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

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

Analysis:

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

Interpretation:

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

6.1 Conclusion of the Study

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

A study was also carried out on the topic “**An Analysis on Employees Motivation and Its Impact on Employees Performance in the IT sector**”. The study was conducted to understand the various motivational factors implemented in organisation in order to motivate the employees.

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

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

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

Overall the study was very helpful. It helped for understanding various

employees’ motivational factors aspects of the organization. It enhanced my knowledge about work culture and style of an organization and gave me practical exposure to the theoretical aspects learned.

Limitations of the Study

1. The study was restricted to 50 sample size only.
2. Process of Primary data collection is time consuming.
3. The study was limited to short period only.

4. It was difficult to fill the form from the respondents and gain information as they were busy with their work.

Findings of the Study

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

Suggestions

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

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

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ANNEXURE

Questionnaire of employee’s motivation and employee’s

performance survey

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

A. Demographic Information

1. Name (optional):

2. Age:

Y 20-30 years

Y 31-40years

Y Others

3. Gender:

Y Male

Y Female

4. Company Name:

Y TCS

Y Infosys

Y HCL Technologies

Y Cognizant

Y Others

5. Designation:

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

6. Experience:

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

B. Factors that Motivates Employees

1. Is Motivation required at Workplace?

- Y Yes
- Y No
- Y Maybe

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

Y Strongly Agree

Y Agree

Y Neutral

Y Disagree

Y Strongly Disagree

3. What types of incentives motivates you more?

Y Monetary (Financial) Incentives

Y Non- Monetary (Non -Financial) Incentives

Y Both

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

Y Very Satisfied

Y Satisfied

Y Neutral

Y Not Satisfied

Y Very Dissatisfied

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

Y Strongly Agree

Y Agree

Y Neutral

Y Disagree

Y Strongly Disagree

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

Y Strongly Agree

Y Agree

Y Neutral

Y Disagree

Y Strongly Disagree

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

Y Strongly Agree

Y Agree

Y Neutral

Y Disagree

Y Strongly Disagree

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

Y Very Satisfied

Y Satisfied

Y Neutral

Y Not Satisfied

Y Very Dissatisfied

9. your Company?

What is opinion regarding Effective Performance Appraisal System using in

γ Strongly Agree

γ Agree

γ Neutral

γ Disagree

γ Strongly Disagree

10. job?

What is opinion regarding Effective Promotional Opportunities in your

γ Strongly Agree

γ Agree

γ Neutral

γ Disagree

γ Strongly Disagree