

AN EMPIRICAL STUDY ON MOTIVATIONAL FACTORS AND THEIR EFFECT ON ORISSA STATE HOUSING BOARD (OSHB) EMPLOYEES TO SCALE UP THE PROJECTS

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Abstract:

The growth and sustainability of all organizations is centered around each individual. People make an organization successful or unsuccessful. This paper describes this aspect of ORISSA STATE HOUSING BOARD (OSHB). It is an astonishing fact that organization like OSHB with more than 40 years of history is struggling to maintain business profits and are putting pressure on human capital to remain responsible for scaling up projects. This research finds out Financial benefits, Performance appraisal system and Organisation culture are the three prominent contributing factors that restricts the OSHB employees to give their best for scaling up the projects undertaken by it. In tis research influence of financial rewards of OSHB Employees, Bureaucratic organizational culture and performance appraisal mechanism of OSHB were discussed. To test the hypothesis simple linear regression methodology was used. The statistical findigs confirms that organisational culture, performance appraisal and and financial rewards are all inefficient mechanisms to motivate the OSHB employees. In all above cases the p-value is less than .05 ($0.000 < 0.05$). Therefore, in the present research paper all three null hypotheses were rejected.

Key Words: *Employee Motivation, Bureaucratic Organizational Culture, Performance Appraisal Mechanism, Financial Rewards Mechanism, Employee Motivation*

1. Introduction:

The public sector and overall planning are needed to initiate and accelerate the process of economic development. As is well known, developing countries are in a very bad situation. It is through economic planning and public sector expansion that the cycle of poverty can be broken and the pace of growth of development can be accelerated.

Independent private enterprise that operates in a planned manner fails to achieve rapid economic growth. As Professor Galbraith rightly points out, "Least developed countries need planning that can promote markets and sustainability. But when these are needed, the market cannot move because it cannot put humans into space, and quickly a steel industry that could not previously produce steel cannot be built. After all, no one can say for sure where growth lags, where growth occurs". Market dependence is not

acceptable, it clearly shows that economic planning and public sector expansion ensure rapid economic growth in less developed countries like India.

Some so-called economic and economic infrastructures, such as energy, transport, housing, and telecommunications in India are the most required elements for rapid growth. Economic development cannot be accelerated without the expansion of the infrastructural process and the optimal use of the country's resources. However, it should be noted that investment in financial infrastructure is not profitable in terms of the private sector because most of the profits of the investors do not benefit the foreign economy but for the development of other industries and industries.

Furthermore, it takes a long time to exploit this infrastructure and the private sector is generally unwilling to give it back quickly and therefore unwilling to invest in it. It is therefore up to the public sector to invest enough to curb the growth of economic growth. Therefore, every government looks for an alternative organization that emphasizes building infrastructure so that it will create a base for other private players to bring in large funds to accelerate the growth. OSHB is such an organization that is formed by the government of Odisha on 05.07.1968 vide Notification No.8199-H-21/68 dated 04.07.1968 by an Act of the State Legislature. The prime objective of the Board is to provide affordable accommodation in both Urban and semi-Urban areas to alleviate an acute shortage of housing in the state. to bring in gearing up the housing in urban areas, so that the speeder urbanization is possible, provides feeding for greater growth.

2. Literature Review and Development of Hypothesis:

The growth and sustainability of every organization are every time people-centric. People make an organization success or failure. This research paper talks about this aspect of an organization called OSHB. It is an astonishing fact that how a more than 40 years old organization is struggling to keep up its commercial interest and putting pressure on its human capital to remain accountable for scaling up the projects it takes. On the other hand, the delays in the completion of the projects raise various issues for this, but enough research was not conducted previously to find out the involvement of human angle in it. This research was the result of an observation made by the researcher who believes the lack of motivated employees is contributing more than any other cause for scaling up the completion of its projects in time. This section of the research highlights various research works done by many researchers though out the world that highlights how motivation plays an important role in the success of an organization. Recognition and appreciation, Financial benefits, Performance appraisal system, Organisation culture, Meaning and purpose, and Leadership style are some of the prominent factors that affect the performance of every organization. In this research, an attempt has been made to find the link between these factors in

scaling up the projects. Before final research researcher interacted with one fourth of the sample to find which are the factors amongst the above are more responsible for bringing down the OSHB employees' motivation level. It was observed that Financial benefits, Performance appraisal system and Organisation culture are the three prominent contributing factors that restricts the OSHB employees to give their best for scaling up the projects undertaken by it.

Hodgetts (2002) classifies performance appraisal as a four-step process. Performance appraisal based on performance appraisal methods, methodology for determining individual performance, comparisons and comparisons with standards. The first step in setting performance standards is to describe employee linguistic responsibilities. Step 2 Work productivity (such as quality approach, code of conduct, classification method, choice) includes classification and methodology, productivity measurement, 360 degree assessment and goal management (MBO). Step 3 The standards set for this work record in terms of the step 4, judging by efficiency.

According to Rue and Byars, (2005), performance appraisal is a way to determine and communicate to employees how they do their jobs and plan to improve the process of taking on job responsibilities. The performance appraisal process can also be described as the employee performance determination process. Levy, (2007), pointed out that Performance appraisal is essential because it updates employees' performance identifies training needs and employee development plans.

Selvarajan and Cloninger (2008) suggest that some organizations are dissatisfied with their performance appraisal processes. This suggests that the performance appraisal process is not the right tool to address employee motivation. However, performance appraisal is essential to create a positive impact on the work environment and improve service quality. Of course, there are many problems associated with the performance appraisal process, including poor design, lack of attention to organizational culture, unwillingness to fix poor performance problems, and time pressure. Armstrong. M, (2013), Companies with good non-financial incentive schemes can motivate and retain talented people. Financial awards, otherwise known as additional awards, include non-work-related awards such as salary, wages, and working conditions. Gupta and Sha (1998) in their research concluded that financial incentives are indeed effective.

He believed that not all of nature's work is glamorous and imperfect, and that if we lived all over the world, everyone would be deeply excited and rewarded, but in many areas this is not a reality. He argues that money is important to us and that it motivates us for its symbolic and important value. The symbolic value of money refers to what we and others think, money has an important meaning that we can receive in exchange.

Financial rewards are those that directly improve the financial well-being of employees Bonus leave, salary increase and benefit distribution schemes such as wage bonuses, allowances, transportation benefits, medical benefits, health and life insurance, and wage benefits (Chelladurai, 2009).

Wages are a form of payment that employees consider equal to their abilities and expectations, called wages. Employees are financially paid for a service called salary, which is one of the most important conditions in human resource management. According to high success rate pay should be very close to performance These employees want to do their best want to get paid

Equal pay is what they value so they expect to be paid based on their efforts as they do not want to be ignored for their service. Money is at the top of the list because people need money to meet their living needs, so it incentivizes employees more than any other incentive (Sara L. Rynes, 2009). Others believe that their non-monetary needs, such as authority, status, and money, are effective in alignment with preferred groups. Scott A Snell, (2014) concluded that in society, those who have more money are considered more powerful than those who have more money. Therefore, for them to operate on their own terms, easy money is often seen as a symbol of personal success and success.

Hartmann, A., (2006), Employees are motivated not only by the money, but also by the culture in which the organization runs its daily Nandin programme. Organizational culture can reflect the motivation of employees in an organization Organizational culture plays an important role in developing and maintaining the level of motivation among employees. An employee can be more effective in their current job and feel better. Wallach, E.J., (1983), found that it is possible that there is a discrepancy between individual motivation and organizational culture. Emery, CR and S. Ortel, (2006) He emphasized that there is a positive relationship between organizational culture and employee motivation. He found that culture influenced every element of theory, including hope, money, and the universe.

Bureaucratic culture is described by serial organization, Bureaucracy represents a clear line of responsibility and authority of employees where it is associated with a well-organized and disciplined structure. Bureaucratic culture has been described as having a clear line between authority and hierarchy, and work is highly regulated and systematic [Wallach, e. J., 1983] In a study carried out by Emery, C.R. and S. Oertel, (2006).This culture creates a clear process that an employee must go through to get the job done.

Koberg, C.S. and L.H. Chusmir, (1987) Furthermore pointed out that bureaucratic culture is also called the culture of being in some line of responsibility, of organizing, dividing and organizing tasks. In addition, Yiing, L.H. and K.Z.B. Ahmad, (2009), organizational culture has a clear line of responsibility and authority that is more systematic.

A bureaucratic organizational structure can interfere with employee decision making through centralization or formal checks (Raub, S., 2008). Bureaucratic organizational structures tend to reduce organizational commitment, limit innovation and limit employee motivation [Raub, S., 2008]. Dubkevics, L. and A. Barbars, (2010), concluded that the training of skilled workers and the formation of competent systems and procedures makes the bureaucratic culture more powerful.

From the above literature following assumptions were developed:

Assumption₁: Financial rewards of OSHB Employees do not influence employee motivation for scaling up the projects.

Assumption₂: Bureaucratic organizational culture of OSHB does not influence employee motivation for scaling up the projects undertaken by it.

Assumption₃: The performance appraisal mechanism is not efficient to motivate the OSHB employees for scaling up the projects.

From the above assumptions following Null Hypothesis and Alternative Hypothesis were developed.

HYPOTHESIS-1:

H₁: Financial rewards mechanism of OSHB Employees does not adversely influence employee motivation for scaling up the projects.

H₀: Financial rewards mechanism of OSHB Employees adversely influence employee motivation for scaling up the projects.

HYPOTHESIS-2:

H₁: Bureaucratic organizational culture of OSHB does not have an opposite influence on employee motivation for scaling up the projects undertaken by it.

H₀: Bureaucratic organizational culture of OSHB has an opposite influence on employee motivation for scaling up the projects undertaken by it.

HYPOTHESIS-3:

H₁: The performance appraisal mechanism is not inefficient to motivate the OSHB employees for scaling up the projects.

H₀: The performance appraisal mechanism is inefficient to motivate the OSHB employees for scaling up the projects.

3. RESEARCH METHODOLOGY

3.1. Research Design

The study was conducted to investigate the relationship between the Financial rewards mechanism of OSHB Employees and its influence on employee motivation, the Bureaucratic organizational culture of

OSHB, and its influence on employee motivation, and the Performance appraisal mechanism and its efficiency to motivate the OSHB employees. Therefore, the most appropriate design chosen is a Simple Linear Regression, the relationship between two variables can be explained by the following formula:

$$Y_i = \alpha + \beta x_i + \epsilon_i$$

A total of 24 questions were prepared to take the answer of the OSHB employees. Since they were all on the Likert scale, the average of the responses was calculated to find out the relationship between different variables. Here in this research four sets of questions were prepared for h set of a variable. Here a total of six variables were considered they are;

- a) Financial rewards mechanism of OSHB Employees
- b) Influence of Financial rewards on employee motivation
- c) Bureaucratic organization culture of OSHB
- d) influence Bureaucratic organization culture on employee motivation
- e) Performance appraisal mechanism
- f) The efficiency of the Performance appraisal mechanism to motivate the OSHB employees

3.2 Survey Instruments

The questionnaire was made up of 3 different sections. Section A focused on the demographic information of the respondents with items such as age, gender, educational level, present position, level of management and working experience. Section B had items related to organizational culture, *Financial rewards mechanism, and Performance appraisal mechanism*. The last section, which is Section C concentrates on employee motivation. All of that used a 5-point Likert Scale, with a value of 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5- Strongly Agree.

3.3 Sampling Frame

For successful completion of the project, responses of the OSHB employees were gathered, they represent the sampling frame of this study. A total of 347 questionnaires were distributed to the respondents. A total of 300 questionnaires have been received yielding to 86.45% response return rate.

3.4 Sampling Technique and Process

Sample collection here is limited to specific types of people who can provide information as they wish because they match it or meet certain criteria by a set of researchers (U. Sekaran and R. Bougie, 2010). The stratified random sample collection method was selected as the technique for this study. This is

because the respondents in this study came from different levels of management, i.e., top-level, middle level and lower level. Specifically, the collection of stratified random samples is a stratification or separation process, followed by a random selection of subjects from each level (U. Sekaran and R. Bougie, 2010). In this research, to reduce the potential non-response biases the drop-off and pick-up technique was used, which was introduced by Allred and Ross-Davis, (2011). This technique is considered to be an operative technique because it increases the reply rate and allows face-to-face contact and vocal communication with the respondents. The collected data were analyzed using a statistical package using the Social Science (SPSS) version 23.0.) As the study was interested in examining the relationship between the two variables indicated in the research design section, a linear regression method was used.

4. Results

HYPOTHESIS-1:

H₁: Financial rewards mechanism of OSHB Employees does not adversely influence employee motivation for scaling up the projects.

H₀: Financial rewards mechanism of OSHB Employees influence employee motivation for scaling up the projects.

The following figure shows the regression equation for the *Financial rewards mechanism of OSHB Employees does not adversely influence employee motivation for scaling up the projects.* is (IEM) $Y=1.12+0.60X(FRE)$. linear regression was conducted to examine whether the *Financial rewards mechanism of OSHB Employees have adverse influence employee motivation for scaling up the projects.* A scatterplot showed that the relationship between the *Financial rewards mechanism of OSHB Employees and its adverse influence on employee motivation* was positive and linear and did not reveal any bivariate outliers.

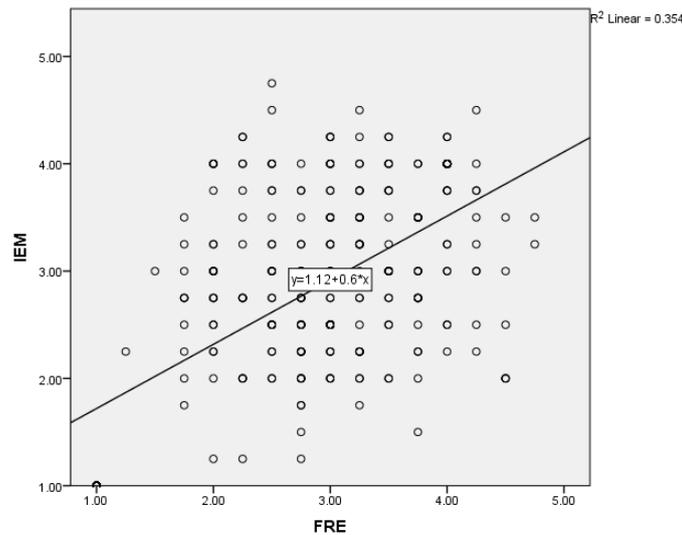


Fig-1: GGraph

In the following table analysis of standard residuals has been conducted that shows, the data contained no outliers (std. residual Min.= -2.402, Std. Residual max = 2.749). independence of residual errors was confirmed with a Durban-Watson test (d=1.949). residual plots showed homoscedasticity and normality of the residuals.

Table-1: Residuals Statistics^a

	Minimu m	Maximu m	Std. Mean	Std. Deviation	N
Predicted Value	1.7199	3.9618	2.8236	.57317	299
Residual	-1.86393	2.13336	.00000	.77472	299
Std. Predicted Value	-1.926	1.986	.000	1.000	299
Std. Residual	-2.402	2.749	.000	.998	299

a. Dependent Variable: IEM

Table-2: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin- Watson
				R Square Change	F Change	df1	df2	Sig. F Change	
.595 ^a	.354	.352	.77602	.354	162.569	1	297	.000	1.949

Predictors: (Constant), FRE, Dependent Variable: IEM

From the model summary, the R-value represents the simple correlation and is 0.595 (the "R" Column), which indicates a moderate degree of correlation between the dependent and independent variables. If the R-value is greater than 0.4, then the data is taken for further analysis. In this case, the value is .595, which is good to be taken for analysis. The R^2 value (the "R Square" column) indicates how much of the total variation in the dependent variable, FRE, can be explained by the independent variable, IEM. In this case, 35.4% can be explained, which is moderate.

The following table is the ANOVA table, which reports how well the regression equation fits the data (i.e., the independent variable predicts the dependent variable):

Table-3: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	97.901	1	97.901	162.569	.000 ^b
Residual	178.856	297	.602		
Total	276.756	298			

a. Dependent Variable: IEM, b. Predictors: (Constant), FRE

Since this p-value is less than .05 ($0.000 < 0.05$), we reject the null hypothesis. In other words, there is a statistically significant relationship between the *Financial rewards mechanism of OSHB Employees and its adverse influence on employee motivation*. Therefore, it is deduced that the *Financial rewards mechanism of OSHB Employees does not adversely influence employee motivation for scaling up the projects.*, is rejected (IEM) $F(1,297) = 162.569$, $p < .001$, accounting for 35.4% of the variability with adjusted $R^2 = 35.2\%$, this is a moderately strong relationship (Cohen, 1988).

The F value represents an improvement in the prediction of the variable by fitting the model after considering the inaccuracy present in the model. A value is greater than 1 for F-ratio yield efficient model. In the above table, the value is 162.569, which is good. These results estimate that as the p-value of the ANOVA table is below the tolerable significance level, thus there is a possibility of rejecting the null hypothesis in further analysis, i.e., Reject, "*Financial rewards mechanism of OSHB Employees does not adversely influence employee motivation for scaling up the projects.*"

This leaves us to Accept the alternate hypothesis i.e., "*Financial rewards mechanism of OSHB Employees adversely influence employee motivation for scaling up the projects*". Thus, it is to conclude

that here, $p(0.000) < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

The following Coefficients table provides us with the necessary information to predict the influential capacity of the *Financial rewards mechanism* that helps in motivating the OSHB employees. *The financial rewards mechanism of OSHB Employees does not adversely influence employee motivation for scaling up the projects*, as well as determine whether *The financial rewards mechanism* contributes statistically significantly to the model (by looking at the "Sig." column). Furthermore, we can use the values in the "B" column under the "Unstandardized Coefficients" column, as shown below:

to present the regression equation as:

$$IEM = 1.122 + 0.598(FRE)$$

Table-4: Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.122	.141		7.970	.000	.845	1.399
FRE	.598	.047	.595	12.750	.000	.506	.690

a. Dependent Variable: IEM

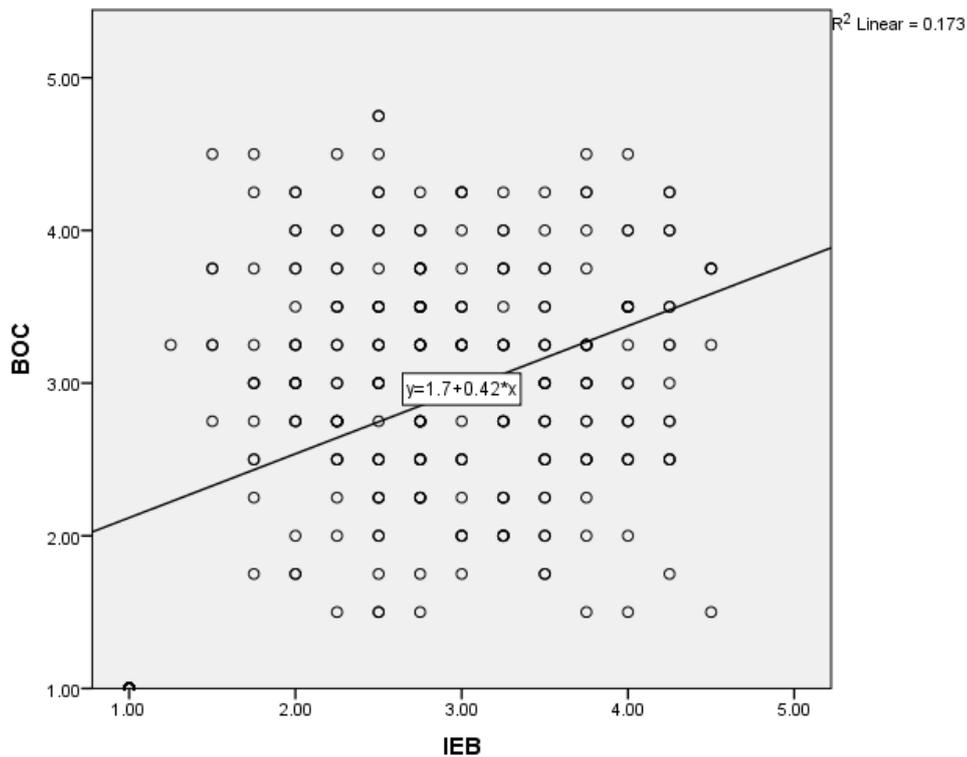
HYPOTHESIS-2:

H₁: Bureaucratic organizational culture of OSHB does not have an opposite influence employee motivation for scaling up the projects undertaken by it.

H₀: Bureaucratic organizational culture of OSHB influences employee motivation for scaling up the projects undertaken by it.

The following figure shows the regression equation for the *Bureaucratic organizational culture of OSHB does not have an opposite influence employee motivation for scaling up the projects undertaken by it* is (BOC) $Y=1.12+0.60X(IEB)$. linear regression was conducted to examine whether the *Bureaucratic organizational culture of OSHB does not have an opposite influence employee motivation for scaling up the projects undertaken by it*. A scatterplot showed that the relationship between the Bureaucratic organizational culture of OSHB, and its influence on employee motivation was positive and linear and did not reveal any bivariate outliers.

Fig-2: GGraph



In the following table, an analysis of standard residuals has been conducted that shows, the data contained no outliers (std. residual Min.= -2.243, Std. Residual max = 2.538). independence of residual errors was confirmed with a Durban-Watson test (d=1.974). residual plots showed homoscedasticity and normality of the residuals.

Table-5: Residuals Statistics^a

	Minimu m	Maximu m	Mean	Std. Deviation	N
Predicted Value	2.1184	3.5842	2.8562	.39105	299
Residual	-2.08417	2.17220	.00000	.85431	299
Std. Predicted Value	-1.887	1.862	.000	1.000	299
Std. Residual	-2.435	2.538	.000	.998	299

a. Dependent Variable: BOC

Table-6: Model Summary

R	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
			R Square Change	F Change	df1	df2	Sig. F Change	
.416 ^a	.173	.85575	.173	62.229	1	297	.000	1.974

Predictors: (Constant), IEB, Dependent Variable: BOC

From the model summary, the R-value represents the simple correlation and is 0.416 (the "R" Column), which indicates a moderate degree of correlation between the dependent and independent variables. If the R-value is greater than 0.4, then the data is taken for further analysis. In this case, the value is .416, which is good to be taken for analysis. The R² value (the "R Square" column) indicates how much of the total variation in the dependent variable, BOC, can be explained by the independent variable, IEB. In this case, 17.3% can be explained, which is moderate.

The following table is the ANOVA table, which reports how well the regression equation fits the data (i.e., the independent variable predicts the dependent variable):

Table-7: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.571	1	45.571	62.229	.000 ^b
Residual	217.495	297	.732		
Total	263.066	298			

a. Dependent Variable: BOC, b. Predictors: (Constant), IEB

Since this p-value is less than .05 (0.000<0.05), we reject the null hypothesis. In other words, there is a statistically significant relationship between the *Bureaucratic organizational culture of OSHB does not have an opposite influence employee motivation for scaling up the projects undertaken by it*. Therefore it is deduced that the *Bureaucratic organizational culture of OSHB does not have an opposite influence employee motivation for scaling up the projects undertaken by it*, which is rejected (IEB) F(1,297)= 62.229, p<.001, accounting for 17.3% of the variability with adjusted R²=17.0%. this is a moderate relationship (Cohen, 1988).

The F value represents an improvement in the prediction of the variable by fitting the model after considering the inaccuracy present in the model. Value is greater than 1 for F-ratio yield efficient model. In the above table, the value is 62.229, which is good. These results estimate that as the p-value of the

ANOVA table is below the tolerable significance level, thus there is a possibility of rejecting the null hypothesis in further analysis, i.e., Reject, ***“Bureaucratic organizational culture of OSHB does not have an opposite influence employee motivation for scaling up the projects undertaken by it.***

This leaves us to Accept the alternate hypothesis i.e., the ***Bureaucratic organizational culture of OSHB has opposite influences employee motivation for scaling up the projects undertaken by it.*** Thus, it is to conclude that here, $p(0.000) < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

The following Coefficients table provides us with the necessary information to predict the influencing ability of ***Bureaucratic organizational culture*** that helps in motivating the OSHB employees. The ***Bureaucratic organizational culture*** of OSHB ***have an opposite*** influence on employee motivation for scaling up the projects, as well as determine whether the ***Bureaucratic organizational culture*** of OSHB contributes statistically significantly to the model (by looking at the "Sig." column). Furthermore, we can use the values in the "B" column under the "Unstandardized Coefficients" column, as shown below:

to present the regression equation as:

$$BOC = 1.700 + 0.419(IEB)$$

Table-8: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	95.0% Confidence Interval for B	
	B	Std. Error	Beta	Lower Bound	Upper Bound
(Constant)	1.700	.155		1.395	2.004
IEB	.419	.053	.416	.314	.523

a. Dependent Variable: BOC

HYPOTHESIS-3:

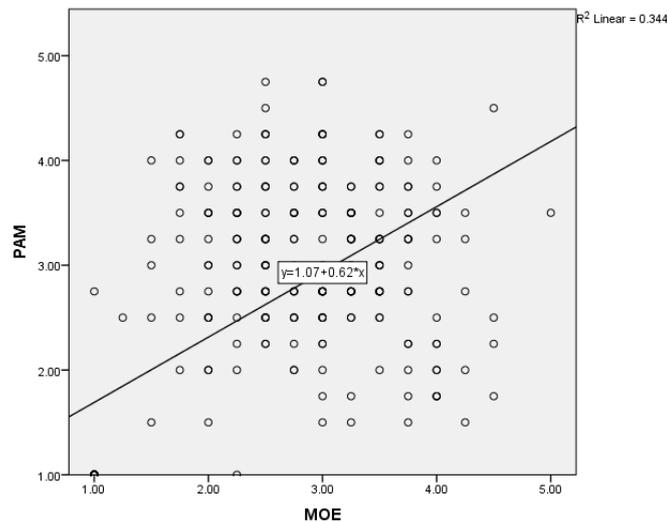
H₁: The performance appraisal mechanism is not inefficient to motivate the OSHB employees for scaling up the projects.

H₀: The performance appraisal mechanism is inefficient to motivate the OSHB employees for scaling up the projects.

The following figure shows the regression equation for ***The performance appraisal mechanism is not inefficient to motivate the OSHB employees for scaling up the projects*** is (PAM) $Y=1.07+0.62X(MOE)$. linear regression was conducted to examine whether ***The performance appraisal mechanism is not inefficient to motivate the OSHB employees for scaling up the projects*** A scatterplot showed the

relationship between the Performance appraisal mechanism and its inefficiency to motivate the OSHB employees. was positive and linear and did not reveal any bivariate outliers.

Fig-3: GGraph



In the following table an analysis of standard residuals has been conducted that shows, the data contained no outliers (std. residual Min.= -2.522, Std. Residual max = 2.419). independence of residual errors was confirmed with a Durbin-Watson test (d=1.796). residual plots showed homoscedasticity and normality of the residuals.

Table-9: Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.6912	4.1818	2.6221	.63542	299
Residual	-2.21481	2.12480	.00000	.87680	299
Std. Predicted Value	-1.465	2.455	.000	1.000	299
Std. Residual	-2.522	2.419	.000	.998	299

a. Dependent Variable: PAM

Table-10: Model Summary

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
				R Square Change	F Change	df1	df2		Sig. F Change
1	.587 ^a	.344	.87828	.344	155.983	1	297	.000	1.796

a. Predictors: (Constant), MOE, b. Dependent Variable: PAM

From the model summary, the R-value represents the simple correlation and is 0.587 (the "R" Column), which indicates a moderate degree of correlation between the dependent and independent variables. If the R-value is greater than 0.4, then the data is taken for further analysis. In this case, the value is .587, which is good to be taken for analysis. The R² value (the "R Square" column) indicates how much of the total variation in the dependent variable, PAM, can be explained by the independent variable, MOE. In this case, 34.4% can be explained, which is moderate.

The following table is the ANOVA table, which reports how well the regression equation fits the data (i.e., independent variable predicts the dependent variable):

Table-11: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	120.321	1	120.321	155.983	.000 ^b
Residual	229.098	297	.771		
Total	349.419	298			

a. Dependent Variable: PAM, b. Predictors: (Constant), MOE

Since this p-value is less than .05 ($0.000 < 0.05$), we reject the null hypothesis. In other words, there is a statistically significant relationship between the Performance appraisal mechanism and its efficiency to motivate the OSHB employees. Therefore it is deduced that *The performance appraisal mechanism is not inefficient to motivate the OSHB employees for scaling up the projects*, which is rejected (MOE) $F(1,297) = 155.983$, $p < .001$, accounting for 34.4% of the variability with adjusted $R^2 = 34.2\%$. this is a moderately high relationship (Cohen, 1988).

The F value represents an improvement in the prediction of the variable by fitting the model after considering the inaccuracy present in the model. A value is greater than 1 for F-ratio yield efficient model. In the above table, the value is 155.983, which is good. These results estimate that as the p-value of the ANOVA table is below the tolerable significance level, thus there is a possibility of rejecting the null hypothesis in further analysis, i.e., Reject, "*The performance appraisal mechanism is not inefficient to motivate the OSHB employees for scaling up the projects*".

This leaves us to Accept the alternate hypothesis i.e., *The performance appraisal mechanism is inefficient to motivate the OSHB employees for scaling up the projects*. Thus, it is to conclude that here, $p(0.000) < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

The following Coefficients table provides us with the necessary information to predict the motivational ability of *The performance appraisal mechanism* that helps *the OSHB employees*. *The performance appraisal mechanism is not inefficient to motivate the OSHB employees for scaling up the projects*, as well as determine whether the *performance appraisal mechanism* contributes statistically significantly to the model (by looking at the "Sig." column). Furthermore, we can use the values in the "B" column under the "Unstandardized Coefficients" column, as shown below:

to present the regression equation as:

$$pam = 1.07 + 0.623(moe)$$

Table-12: Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients	95.0% Confidence Interval for B			
	B	Std. Error	Beta				
				t			
(Constant)	1.069	.134		7.954	.000	.804	1.333
MOE	.623	.050	.587	12.489	.000	.525	.721

a. Dependent Variable: PAM

5. Discussion and Conclusion

The results of this study contributed in various ways to the employees' service performance. Hypothesis (H₁) revealed that Financial rewards mechanism of OSHB Employees adversely influences employee motivation for scaling up the projects. But the findings of this research thoroughly rejected previous findings of Gupta and Shaw (1998) who concluded in their research that financial incentives are effective methods of employee motivation. but this research points out some of the areas that have an effect on employees motivation to work for greater performance, where other non financial aspects need to be given greater impetus. This is a point of research in case of Hay Group points out that Even well-compensated employees may leave a company if dissatisfied with employees listed work climate, career development, recognition, and other non-financial issues. To test the relevane of Hay group's this finding further research was carried out to find influence of Bureaucratic organizational culture and performance appraisal mechanism on employee motivation for scaling up the projects undertaken by OSHB. Linear regression method was used to test the second hypothesis (H₂), the test revealed that Bureaucratic organizational culture of OSHB has an opposite influence on employee motivation for scaling up the projects. In a related study, Allen (2003) pointed out that performance appraisal is one of the most valuable

tools in the manager's toolbox, because no other management process will have a significant impact on anyone's career and work life. On the other hand, Turk (2003) found that performance appraisal plays an important role in improving the overall quality of higher education, as well as increasing the productivity of academic staff in redesigning the education system. However, several studies (Boyd & Ken, 2004; Grote, 2000; Weiss, 2001) have shown that performance appraisals are used to appraise the performance of employees for appropriate compensation and rewards for their work. But in this research it was observed that the findings of previous researchers failed to hold ground that talks about the importance of performance appraisal in employee motivation. It was observed that the performance appraisal mechanism is inefficient to motivate the OSHB employees.

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