

**A Study on Employee Attitude towards Motivational Practices with
Reference to Venkraft Paper Mills Private Limited**

**PREETHI M
(20PBM021)**

**A Major Project Report Submitted to
Avinashilingam institution for Home Science and Higher Education for Women,
Coimbatore – 641 043**

In partial fulfillment of the requirements for the Degree of
Master in Business Administration

May 2022

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CERTIFIED BONAFIDE RESEARCH WORK

**Signature of the
Supervisor**

**Signature of the
Head of the Department**

**Signature of the
External Examiner**

CERTIFICATE

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

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SYNOPSIS

SYNOPSIS

A Study on Employee Attitude towards Motivational Practices with reference to Venkraft Paper Mills Private Limited, Hosur. This study is to assess the Employees attitude towards Employee Motivation. The Main important responsibility of a Manager is to ensure his/her staff members are motivated but the working environment is making it increasingly difficult. Motivation has become a big challenge for manager. The purpose of the study is to investigate the Employees attitude towards Motivational Practices in Venkraft Paper Mills Private Limited.

The study provides empirical evidence on the significant relationship between the determinants of the conceptual framework. Statistical tools like ANOVA test correlation, regression are used for analysis. This Research concluded demographic factors like age, educational qualification, and experience, and monthly income of the respondents. The primary objectives of the study is to identify the factors that determine employee motivation and outcomes on employee performance, to find the different motivational practices adopted by venkraft paper mills private limited, and to analyse the attitude of employees after motivating them.

Researches examines the various factors of Motivation in Employees concerning Maslow's need hierarchy, to know the level of employees motivation in Venkraft Paper Mills Pvt. Ltd., A questionnaire was designed which included questions regarding the motivation of employees with a sample of 150 respondents.

The simple percentage analysis is used to find the frequencies of the result and mean score value is calculated for factors considered for the motivational practices. Regression is used to find the impact of employee attitude on motivational practices. Correlation is used to find the relationship between employee motivation and employee attitude.

The data after being coded is analyzed using SPSS. It has been observed that the employees attitude towards Motivational Practices. The result shows that the employee's attitude towards Motivational Practices based on Job Performance, Work Load, Job satisfaction, career Development.

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INTRODUCTION

CHAPTER 1

INTRODUCTION

1. Background of the study

The word Motivation derives from the Latin word “Movere” it means “To Move”, “Too drive” or “To drive Forward” etc... Motivation may be defined as “the complex forces, needs, drives, tension states, or other mechanisms within us that may create and maintain voluntary activity directed towards the achievement of private goals”. Employee motivation is defined as “psychological forces that determine the direction of a person’s behavior in a corporation, a person’s level of effort and a person’s level of persistence.” It’s important to know that employee motivation may be a separate and distinct topic apart from motivation.

The term motivation has been derived from the English word ‘Motive’. Motive is an inner state of our mind that moves or activate or directs our behaviours towards our goals. Motives are expressions of a person’s goals or needs. They give diection to human behavior to achieve goals or fulfill needs. Motive is always internal to us and is externalized via behavior.

Motivation may be defined as stimulating, inspiring, inducing the employees to perform to their best capacity. Motivation is a psychological term which means it cannot be forced on employees. It comes automatically from inside the employees as it is the willingness to do the work.

Motivation is a process that starts with a physiological or pychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive.

Motivation is the willingness to exert high levels of effort toward organizational goals, conditioned by the effort and ability to satisfy some individual need.

In the organizational setting, the word “Motivation” is employed to explain the drive that impels a person to work. A truly motivated person is one who “wants” to work. Both employees and employers have an interest in understanding motivation if employees know what strengthens and what weakens their motivation, they will often perform more effectively to seek out more

satisfaction in their job. Employers want to understand what motivates their employees so that they will get them to work harder.

The concept of motivation implies that folks choose the trail of action they follow. When behavioral scientists use the word motivation, they consider it something steaming from within the person technically, the term motivation has its origin within the Latin word “mover” which suggests “to move”.

Thus the word motivation stands for movement. If a manager truly understands his subordinate’s motivation, he can channel their “inner state” towards command goals, i.e., goals, shared by both the individual and therefore the organization. It’s a well-known indisputable fact that persons have great potential but they are doing not using it fully when motivation is absent. Motivation factors are those which make people give over a good day’s work which is typically only about sixty-five percent of a person’s capacity.

Every manager should be releasing a hundred percent of an individual’s to maximize performance for achieving organizational goals and at the identical to enable the individual to develop his potential and gain satisfaction. Thus every manager should have both interest and concern about a way to enable people to perform tasks willingly and to the simplest of their ability.

Definition of Motivation

- Motivation could be a process that starts with a physiological or psychological deficiency or need that activates a behavior or a drive geared toward a goal or an incentive.
- "The only way to get people to love working hard is to motivate them. Today, people must understand why they're working hard. Every individual in a company is motivated by something different." - **Rick Pitino**
- “Employee motivation may be a reflection of the amount of energy, commitment, and creativity that a company's workers bring to their jobs.”

- "Psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence."- **G. Jones and J. George from the book "Contemporary Management."**

Basics about Motivation

1. Motivating employees starts with motivating yourself it's amazing how, if you hate your job, it looks as if everyone else does, too. If you're very stressed, it looks as if everyone else is, too. Enthusiasm is contagious. If you're keen on your job, it's much easier for others to be, too. Also, if you're doing a good job of taking care of yourself and your job, you'll need a much clearer perspective on how others do in theirs. A good place to start out learning about motivation is to start out understanding your motivations. The key to helping to motivate your employees is to grasp what motivates them. So what motivates you? Consider, for example, time with family, recognition, a job well done, service, learning, etc. How your job is configured to support your motivations? What can you do to better motivate yourself?
2. Always work to align the goals of the organization with the goals of employees as mentioned above, employees can be all fired up about their work and be working very hard. However, if the results of their work don't contribute to the goals of the organization, then the organization isn't any happier than if the workers were sitting on their hands -- may be worse off! Therefore, managers and supervisors know what they require from their employees. These preferences should be worded in terms of goals for the organization. Identifying the goals for the organization is usually done during strategic planning. Whatever steps are taken to support the motivation of your employees (various steps are suggested below), make sure that employees have strong input to identifying their goals and that these goals are aligned with the goals of the organization. Goals should be worded to be "SMARTER".
3. Key to supporting the motivation of your employees understands what motivates each of them all and sundry is motivated by various things. Whatever steps you are taking to support the motivation of your employees, they must first include looking for what it's that motivates each of your employees. You will find this out by asking them, taking note of them, observing them.

4. Recognize that supporting employee motivation could be a process, not at ask Organizations change all the time, as do people. Indeed, it is an ongoing process to sustain an environment where each employee can strongly motivate themselves. If you study sustaining employee motivation as an ongoing process, then you'll be rather fulfilled and motivated yourself.
5. Support employee motivation by using organizational systems (for example, policies and procedures)--don't just count on good intentions don't just figure out cultivating strong interpersonal relationships with employees to assist motivate them. The character of these relationships can change greatly.

Employee motivation is all about how engaged an employee feels in tandem with the organization's goals and how empowered he/she feels.

Motivation is of two types

- Intrinsic motivation
- Extrinsic motivation

Motivated employees are an asset to an organization, they are directly proportional to an organization's success. Motivation is intangible, difficult to measure, extremely difficult to control, but very easy to facilitate if done right. It's all about intention, intensity, perseverance.

Intrinsic Motivation

Intrinsic motivation means that an individual is motivated from within. He/she has the desire to perform well at the workplace because the results are by following per under his/her belief system.

An individual's deep-rooted beliefs are usually the strongest motivational factors. Such individuals show common qualities lie acceptance, curiosity, honor, desire to achieve success.

Extrinsic Motivation

Extrinsic motivation means an individual's motivation is stimulated by external factors rewards and recognition. Some people may never be motivated internally and only external motivation would work with them to get the tasks done.

Motivational Factors

Factors of motivation are an important component of every business or organization. Knowing how to motivate employees ensures that the organization functions effectively and efficiently and the projects and deadlines are completed on time and accurately. Motivation factors determine both negative and positive staff experiences, and knowing the proper motivation factors to help increase overall employee productivity and satisfaction.

Motivation refers to the process that guides and maintains behaviours that help employees work towards a particular goal or effectively perform tasks. The most common types of motivation include:

- **Extrinsic motivation:** This type of motivation refers to factors that are outside of the person, such as bonuses, social recognition and praise.
- **Intrinsic motivation:** Intrinsic motivation is a type of motivation that occurs with the individual. For Example, personal gratification and a feeling of accomplishment.

1. Leadership Style

Supervisors, managers and other leaders within a company play a significant role in their employee's motivation. The appropriate leadership style encourage employees to develop objectives and goals in their positions, work towards those goals and help employees maintain that motivation throughout the course of their time at the organization.

2. Recognition and appreciation

Appreciation and recognition are two important components of motivation within an organization. Offering recognition and praise not only makes employees feel accomplished and appreciated, but it also reinforces good performance and encourages employees to continue repeating the actions that led to the performance. The more employee behavior is positively recognized, the more likely they are to repeat the behaviors and remain motivated in the workplace.

3. Meaning and purpose

Employees who find a sense of meaning and purpose in their work often have higher levels of motivation than those who don't. Employees want to know that what they do is actually contributing to the organization's success and that their duties and accomplishments support the company's overall growth.

4. Positive company culture

A company's culture can greatly impact employee motivation in the workplace. Many employees feel more valued and enjoy their work more when there is a strong company culture that supports employees and brings them together on a regular basis. Areas to focus on when increasing the positivity of company or team culture include the wellbeing of employees, inclusion and equality among employees, and compassion towards employees.

5. Professional development opportunities

Employees often feel more motivated at work when there are ample opportunities for growth and professional development. Giving employees opportunities to increase their skills and become more efficient in their positions instills a sense of accomplishment and pride that acts as a strong motivator for employees. Plus, offering employees the chance to hone their skills can ultimately impact an organization's overall success, making it a win-win situation for all involved.

6. Job advancement opportunities

Another way in which employees become more motivated in the workplace is when a clear path of job advancement is emphasized. Employees who feel that they are stuck in one position and have no opportunity to grow within a company are more likely to become burnt out and look for other job opportunities.

7. Financial benefits

While financial benefits aren't a motivator for all employees, they can enhance many employees' overall motivation in the workplace. Putting in place different opportunities for employees to enjoy financial benefits for hard work is a great way to boost motivation and give employees a sense of accomplishment and appreciation.

8. Flexible work schedule

Offering employees the opportunity to create their own schedules or work flexible hours is another great way to instill motivation in your team. Flexible schedules allow employees to better accommodate family needs, holidays and other personal daily responsibilities.

9. Pride

Most employees want to feel proud of the work they complete and themselves as members of an organization. Team leaders can create a work environment that offers employees opportunities to feel proud of their work on a regular basis, which can ultimately promote increased motivation and productivity.

10. Open communication

When employees feel that they can openly communicate with other employees and management, they are often more motivated in the workplace. Feeling closed off from others can lead to feelings of isolation and leave employees questioning if management cares about their success. Ensure there is an open line of communication among employees of all levels can help alleviate issues quickly, encourage employee to communicate when they're experiencing challenges and keep employees motivated by fostering a sense of connection.

11. Staying up-to-date on company matters

Keeping employee up-to-date on the latest company matters ensures that they feel part of something larger than just their day-to-day job. Rather than simply going to work to receive a paycheck, employees who feel connected to their organization are more likely to enjoy their work and feel connected to their organization are more likely to enjoy their work and feel a sense of motivation in supporting the organization's success. Taking time each week or month to inform team members of the organization's latest information is a great way to keep everyone up-to-date and ensure employees are engaged within the workplace.

12. Job security

Employees are often more motivated when they know they have job security with a company. It's important to regularly inform team members of their job security and to know that they are a valuable asset to the company.

13. A positive work environment

Similar to a positive work culture, a positive work environment can also increase employee motivation. Work environment refers to both physical and non-physical factors that directly impact the environment of the workplace. Creating open space that entice the sense, implementing specific areas of the workplace that are committed to the wellbeing

of employees and allowing employees to communicate with each other throughout the day can all work to increase motivation in a team.

Motivational Theory

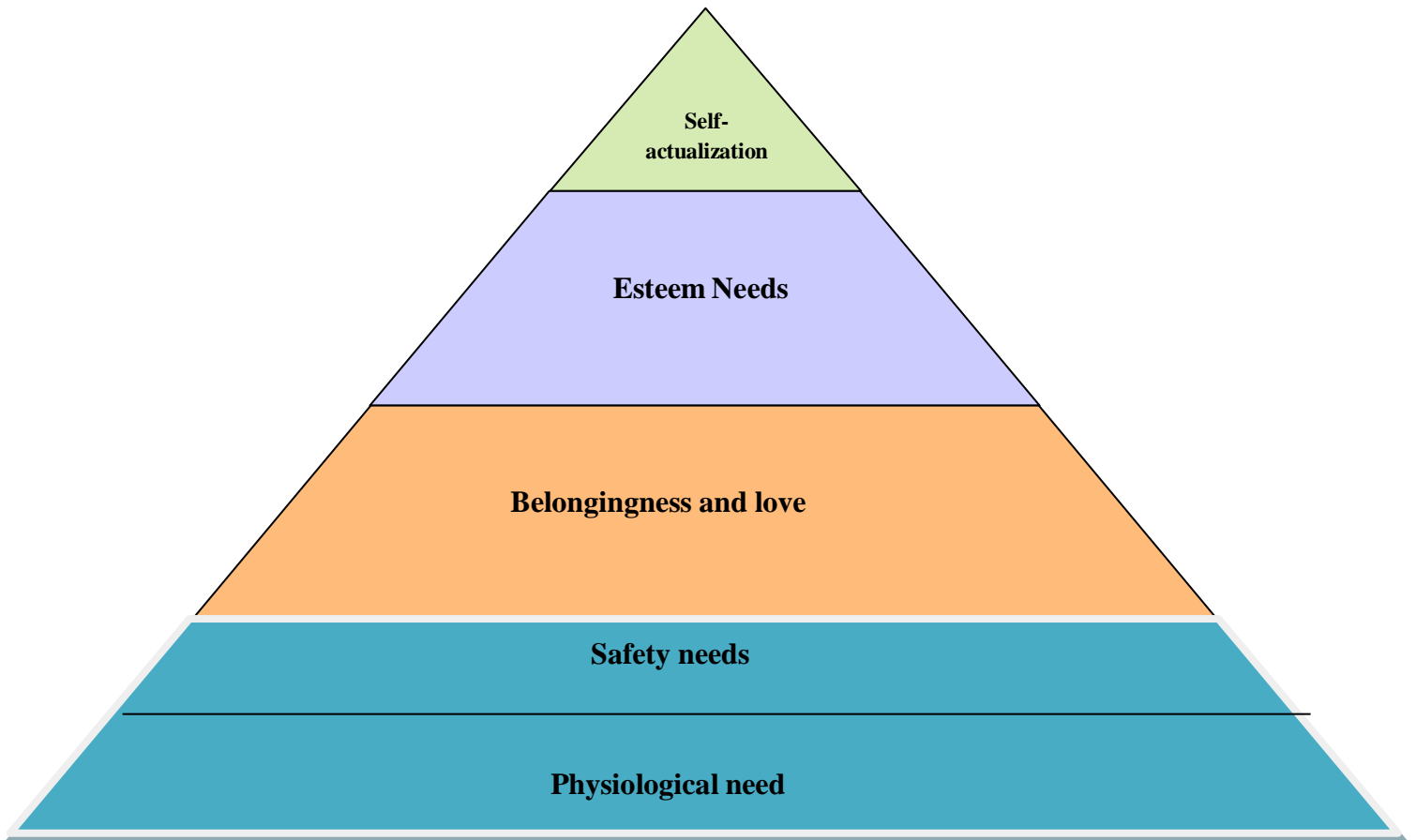
Motivational theory can help management teams determine the best way to achieve an organizational goal or work toward an outcome. Successfully applying motivational theory can also help businesses more efficiently. This can help businesses enhance their productivity, which can increase their overall profits. Motivation Theory is the study of understanding what drives a person to work towards a particular goal or outcome. A motivated employee is more productive, and a more productive employee is more profitable.

Maslow's Need Hierarchy Theory

Abraham Maslow's hierarchy of need is one of the best-known theories of motivation. Maslow's theory states that our actions are motivated by certain physiological needs. It is often represented by certain physiological needs. It is often represented by a pyramid of needs, with the most basic needs at the bottom and more complex needs at the top.

Maslow (1943) in his classical piece of work 'A Theory of Human Motivation' First presented the 'hierarchy of needs theory. This is considered as one of the pioneering motivational Theories. Followed by humanistic psychology, Maslow postulated that a human being has five basic levels of hierarchical needs.

Maslow's hierarchy of needs is a theory of motivation which states five categories of human needs dictate an individual's behavior. Those needs are physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs.



Maslow's theory presents his hierarchy of needs in a pyramid shape, It shows basic needs at the bottom of the pyramid and more high-level, intangible needs at the top. A person can move on to addressing the higher-level needs when their basic needs are satisfied or adequately fulfilled.

- **Physiological needs**

The first lower needs on Maslow's hierarchy are physiological needs. This most basic human survival need include food and water, clothing and shelter, sufficient rest, Overall health, and reproduction. Maslow states that these basic physiological needs must be addressed before humans move on to the next level of fulfillment.

- **Safety needs**

Next among the lower-level needs is safety. Safety needs include protection from violence and theft, emotional stability and well-being, health security, and financial security.

- **Love and belonging needs**

The social needs on the third level of Maslow's hierarchy relate to human interaction and are the last of the so-called lower needs. Among these needs are friendships and family bonds- both with biological family and chosen family. Additionally, membership in social groups contributes to meeting this need, from belonging to a team of coworkers to forging an identity in a union, club, or group of hobbyists.

- **Esteem needs**

The higher needs, beginning with esteem, are ego-driven needs. The primary elements of esteem are self-respect and self-esteem. Maslow specifically notes that self-esteem can be broken into two types: esteem which is based on respect and acknowledgment from others, and esteem which is based on your own self-assessment. Self-confidence and independence stem from this latter type of self-esteem.

- **Self-actualization needs**

Self-actualization describes the fulfillment of your full potential as person. Sometimes called self-fulfillment needs, self-actualization needs occupy the highest spot on Maslow's pyramid. Self-actualization needs include education, skill development- the refining of talents in areas such as music, athletics, design, cooking, and gardening-caring for other, and broader goals like learning a new language, traveling to new places, and winning awards.

According to Maslow's Theory, the lower level need is to be satisfied before the higher-level need arises. Therefore, needs are to be satisfied hierarchically.

Therefore, the lowest level of the hierarchy needs to be met first before ascending to the next level. Hence, the crucial strength of this theory is the detection of personal needs that are to be satisfied to motivate employees.

1.2 Company Profile

Venkraft Paper Mills Private Limited is a Private incorporated on 17 May 2004, serving the paper and paper board requirements of the packaging and disposable cups market segments. Venkraft has two paper recycling units at Hosur, Tamil Nadu with a total production capacity of 150,000 MT (metric tons) per annum. The supplier company is located in Hosur, Tamil Nadu

and is one of the leading sellers of listed products. The company has listed in Trade India's list of verified sellers offering supreme quality of products etc. Buy in bulk from us for the best quality products and service. It is involved in FORESTRY LOGGING AND RELATED SERVICE ACTIVITIES. With the rapid development in the country, there is tremendous growth in the paper packaging segment aided by gradual ban of plastic bags / plastic packaging by various municipal corporations owing to environmental concerns of bio degradability. Moreover, the raising standards of hygiene and the substantial growth in fast food and beverages segment has led to a push in the usage of disposable paper cups. Venkraft targets this growing paper packaging segment and has been catching up to its demands through frequent increase in its capacity and constant innovation in its products. Venkraft Paper Mills Private limited is closely held company with 82% of shares equally owned by Mr. M Ramamurthy, Ms. Jaya Ramamurthy, Mr. R Subash Chandru and Mr. R Sharath Chandru and the rest by group companies. Venkraft was promoted by the founder directors of JR group, Mr. M Ramamurthy and Ms. Jaya Ramamurthy. The promoter directors of Venkraft have an experience of over two decades working in the paper industry. The group started its business operations in the 1990s in packaging field through the establishment of JR Packages (P) Ltd. The group then diversified into retailing, trading, printing and reality businesses. During 2004, group incorporated Venkraft as a part of backward integration of group's packaging business through manufacturing Kraft Paper and duplex board.

Details of the company

CIN	U02101TZ2004PTC011145
Date of Incorporation	17 th may, 2004
ROC	Coimbatore
Authorized capital	1920.0 lakhs
Head Quarters	Hosur
Accreditations	ISO 9001:2000 Certified company
Nature of Industry	Paper Manufacturing
Number of employees	200 employees

Board of Directors

Mr Ramamurthy Chairman

Smt. Jaya Vice Chairman

Mr Subash Chandru. R Director

Mr Sharath. R Managing Director

Vision

- To provide best quality paper to the markets and enhance our creativity day by day. We will be the company that satisfies the customers and provide extraordinary service.
- To create an inspiring work environment to unleash the creative energy of people.

Mission

- To attain customer loyalty by providing the highest standards of quality products suitable for various business segments.

1.3 Statement of the Problem

A Problem Statement is a statement that focuses on some variable. It provides an opportunity to establish why these variables are important. There is more need to research on motivation, the goal is that what employees are to perform at their best and achieve the objectives or not in a specific time. An issue that usually generates a great deal of attention from most managers, administrators, and those involved in Human Resources Management is the issue of how to successfully motivate employees. While it is true that aspects like staff recruitment, controlling, managing, leading, and many more are of great importance to the success of an organization, Employee Motivation is generally considered a core element in running a successful business. In this, the problem is that many of the employers who don't work for everyone have struggled for different incentive programs to motivate their employees. This is the problem that is faced by the many employees of the organization. Motivating is the major component of management. Many of the managers of that company do different things. Providing the employees with the right blend of direction, guidance, techniques, assets, and compensation based on the goal of

motivating them and making them quick to work through the way the manager wants them to do is the major aim of the motivation. Employees are the most important resource for any employment depending on how long they stay with the organization.

The motivation of employees is the most challenging and standout characteristic a manager should possess.

1.4 Objectives

- To identify the factors that determine Employee Motivation and outcomes on EmployeePerformance.
- To Find the different motivational practices adopted by venkraft paper mills private limited.
- To Analyse the Attitude of the Employees after motivation.

1.5 Scope of the Study

The study is intended to evaluate motivation of employees in the organization. A good motivational program procedure is essential to achieve goal of the organization. The organizations can achieve the efficiency also to develop a good organizational culture. The study was undertaken about effectiveness of employee attitude towards motivational practices.

1.6 Need for the Study

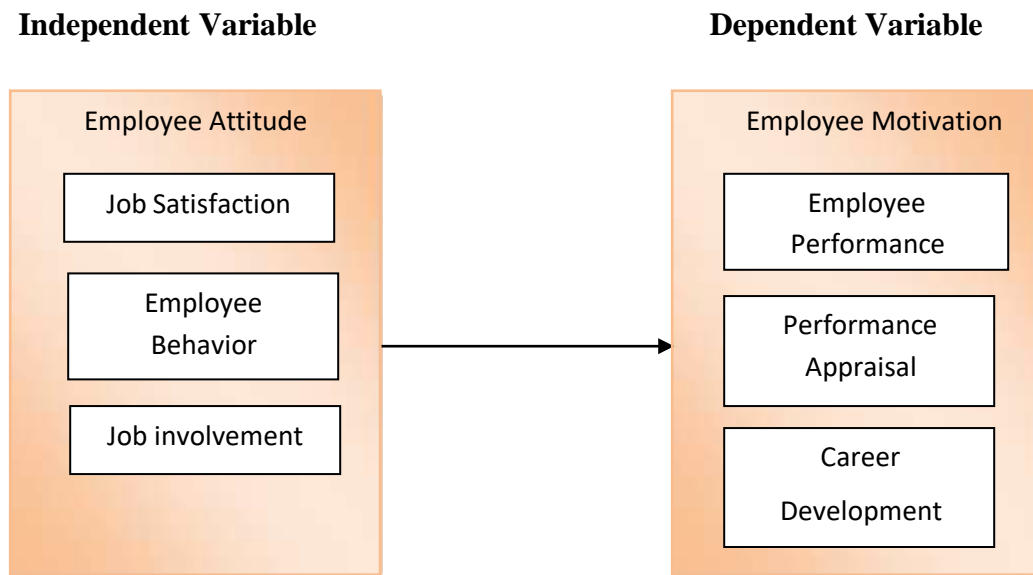
The study is conducted to analyse and understand the following aspect

- To find the Level of Employee Motivation
- To know the level of financial motivation, Non-financial Motivation.
- To know what are the de-motivation factors.

1.7 Limitations of the Study

- The study is Limited to only 150 Respondents
- The study is analysed based on the information collected from 150 respondents
- Data was obtained through questionnaire and it has its own Limitation.

1.8 Conceptual Framework



1.9 Hypothesis

1. One-way ANOVA

H0: There is no significance difference between Employee Motivation and Employee performance

H1: There is a significance difference between Employee Motivation and Employee performance

2. Simple Regression

H0: There is no significance Impact of Motivational Practices on Employees Attitude adopted by venkraft paper mills.

H1: There is a significance Impact of Motivational Practices on Employees Attitude adopted by venkraft paper mills.

3. Correlation

H0: There is no relationship between Employee attitude and Employee Motivation.

H1: There is a relationship between Employee attitude and Employee Motivation.

1.10 Operational Definition

1. Job Satisfaction

Job satisfaction or Employee satisfaction is how much extent an individual is pleased, comfortable or satisfied with his or her Job. Job satisfaction can be described as an individual's attitude towards multiple parameters which is encountered in a particular job.

1. Employee Behavior

Employee's reaction to a particular situation at workplace. Employees need to behave sensibly at workplace not only to gain appreciation and respect from others but also to maintain a healthy work culture.

2. Employee Involvement

A participative process that uses the input of employees to increase their commitments to the organization's success. The direct participation of staff to help an organization fulfill its mission and meet its objectives by applying their own ideas, expertise, and efforts towards solving problems and making decisions.

3. Employee Performance

Employee Performance is how an employee fulfills their job duties and Execute their required tasks and behaves in the workplace. Measurements of performance include the quality of work

4. Performance Appraisal:

Performance Appraisal is a regular review of an employee's job performance and overall contribution to a company. It is a methods and processes used by organizations to assess the level of Performance of their employees.

5. Career Development:

Career Development is the process of improving an individual's abilities in anticipation of future opportunities for achieving career objective.

1.11 Chapter Scheme

Chapter I deals with Background of the study, introduction, which includes company profile, statement of the problem, Objectives of the study, scope of the study, Conceptual framework, Limitations, Hypothesis and operational definition.

Chapter II deals with Review of Literature. This includes reviews of existing studies, Findings and evaluation.

Chapter III focuses on methodology which includes research design, nature of the data, population of the study, sample design, sampling technique, sampling size and tools used for analysis.

Chapter IV deals with analysis and interpretation, it includes the analysis of the factors that influenced Employee attitude towards motivational practices.

Chapter V explains the major findings of the study, followed by the conclusion and suggestions. The findings are based on the demographics of the respondents and also on hypothesis testing. On the basis of findings, some suggestions are given by the researcher in order to motivate the employees in the organization.

REVIEW OF LITERATURE

CHAPTER II

REVIEW OF LITERATURE

2.1 Introduction

The purpose of a literature review is to gain an understanding of the existing research and debates relevant to a particular topic or area of the study, and to present the knowledge in the form of a written report. Conducting a Literature review helps to build knowledge in the field. From this we learn about important concept, research methods, and experimental techniques that are used in your field, also can gain insight into how researchers apply the concepts based on learning in our unit to real world problems. Another benefit of literature review is getting a better understanding of how research findings are presented and discussed in our particular discipline.

2.2 Employee's Attitude

Leonard (2018), Attitudes affect behaviors in the workplace. Employers can promote good employee attitudes with incentives. A business owner looks at an employee's behavior to determine his ultimate productivity and contributions to the business objectives. In many cases, a person's behavior is affected by his attitude. Understanding the difference between behavior and attitude and their relationship to an employee's success helps owners and managers understand how to solve problems that include negative team morale, poor efficiency and stagnant growth

Ravlin(2015), in their book on Human Resource Management highlighted that employee job attitudes relate to important organizational outcomes such as absenteeism, turnover, and performance. Their evaluation is used both as an organizational assessment tool and to assess their level of satisfaction.

Koopmans, et.al (2014), Attitude toward work can affect the three components of individual work performance and they are task performance, contextual performance, and counterproductive work behavior. Task performance can be defined as “the proficiency by which individuals perform the core technical task central to his/her job”

Edgar & Geare (2013), use job satisfaction and affective commitment to measure employee satisfaction. They look at job satisfaction as the attitude of workers towards the organizations, their job, fellow workers and other psychological objects of the work environment.

Rafferty (2013), change is an ever-present feature of organizational life, both on an operational and strategic level. Therefore, there should be no doubt regarding the importance of an organization to be able to identify where it needs to be in the future, and how to manage the change required to get there. Much of the literature within organizational theory covering organizational change has focused on the content of change instead of the change process itself, which suggest that organizations strongly resist change. It is understandable that change is a feared subject. However, because of the increasingly fast-changing environment, organizations cannot afford not to change, and are literally forced to change in order to survive.

Yalabik et al. (2013), the role of work engagement has been assessed while signifying the relationship between job satisfaction, affective commitment, and employee outcomes in the organizations

Vuori and Okkonen (2012), stated that motivation helps to share knowledge through an intra-organizational social media platform which can help the organization to reach its goals and objectives.

Shuck, Reio, & Rocco (2011), asserted that employee engagement plays a mediating role between the affective commitment and retention where work is being approached in a consistent way according to the employer's requirements to perform according to the requirements of jobs.

Schaufeli & Bakker (2010), in their study, indicated the difference between organizational commitment and work engagement where it involves the affective components of job satisfaction as well as to investigate the conflicting issues related to employee performance and retention to customers.

Robbins and Judge (2007), argue that although we often think that cognition causes affect which then triggers behaviour, in reality these components are often difficult to separate. As Rosenberg (in Gibson et al., 2006:105) states: "cognition, affect and behaviour determine attitudes and attitudes determine cognition, affect and behaviour". Werner (2007:62) adds that knowledge of the three components is useful when measuring or trying to change attitudes.

Senn and Hart (2009), When attitudes of personal accountability are dominant in organizations, more of the vital works get done. Individuals and teams overcome seemingly impossible obstacles when they have a high sense of personal and organizational accountability – the belief that our own actions or inactions are the major cause of success or failure.

Decoene and Bruggeman (2006), in their study developed and illustrated a model of the relationship between strategic alignment, motivation and organizational performance in a BSC context and find that effective strategic alignment empowers and motivates working executives.

Ms. B. Nagalakshmi, (2006), has done a project on “Employee Attitude towards the organization in “Lakshmi Machine works Limited” and she suggested that Management or HR department may be changing the procedures or approaches to improve the employees” positive attitude towards them by participation from them. Attitude change from person to person. In an Organization, the functions and procedures followed by the Manager or HR departments should accept and negative attitudes if any may be identified at an earlier stage.

Den and Verburg (2004), found the impact of high performing work systems, also called human resource practices, on perceptual measures of firm performance.

Saari & Judge (2004), employees have attitudes or viewpoints about different aspect of their jobs, their careers, and their organizations. They are composed of emotion, thought and behaviors. This is similar to what Man et al (2011) suggest and they go ahead to define emotion as an individual being positive, negative or neutral about something; they look at thought as knowledge towards things while behavior is considered the action taken after emotions and knowledge.

Hulin & Charles(2003), in their handbook of Psychology say that “There is much overlap between social and job attitudes but conceptual similarities mask many differences. Empirical relations between job satisfaction and many job behaviors and estimated behavioral constructs demonstrate differences between job and social attitudes.”

Mr. Rajaprabakaran (2002), has conducted a research on ‘The study on Level of Motivating the Employees with special reference to TTK prestige Limited in 2002. The sample size was 300 and he used the interview schedule for the primary data collection. He found that 28% of employees were motivated with the working conditions of the company.

Talei and Amirreza (2002), in their book “Job Attitudes” mention that, work attitudes are evaluations of an employee's job and work environment. Job satisfaction and organizational commitment are two of the most globally studied work attitudes. Antecedents and consequences of work attitudes differ across cultural contexts.

Malina and Selto (2001), conducted a case study in one corporate setting by using balance score card (BSC) method and found out that organizational outcomes would be greater if employees are provided with positive motivation.

Ashmos and Duchon (2000), recognizes that employees have both a mind and a spirit and seek to find meaning and purpose in their work, and an aspiration to be part of a community, hence making their jobs worthwhile and motivating them to do at a high level with a view to personal and social development.

Mr. R.K Selvam(1998), has made ‘A study on Worker’ Expectations on Labour Welfare Facilities in 1998. In TTK prestige Limited, the sample size of 60. He used the interview schedule for primary data collection; the secondary data was collected through discussion with officials of the personnel Development from the data it was found that almost everyone were satisfied.

Smith, Kendall and Hulin (1969), job satisfaction is the extent to which a person is gratified or fulfilled by his or her work. Extensive research on job satisfaction shows that personal factors such as an individuals needs and aspirations determine this attitude, along with group and organizational factors such as relationships with co-workers, supervisors, working conditions, work policies, and compensation. Job satisfaction is referred to an individuals general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes

toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job.

Fleishman (1953) has studied the relationship of supervisory behavior with the productivity and morale of the sub-ordinates, supervisors create certain climate in their department and high consideration result in high productivity and morale.

2.3 Employee Motivational Practices

Ruth Kanfer (2016), this article mainly talk about the motivation in organizational behavior reviewed early the history of motivation and advances as well as prospects,. What is the motivation during the process of choosing and establishing goal, based on this question the article choose the most impactful articles and and summarize research progress in order to better understand this question and also referred the macro-level trends in motivation research, including the core theories of work motivation, examine key micro-regulatory processes involved in goal decisions and goal pursuit and look forward to concluding with discussion of promising future research directions.

Aguinis et al. (2013), stated that monetary rewards can be a very powerful determinant of employee motivation and achievement which, in turn, can advance to important returns in terms of firm-level performance.

Kuo (2013), a successful organization must combine the strengths and motivations of internal employees and respond to external changes and demands promptly to show the organization's value. In this paper, we have taken various techniques of motivation from existing literature, and managed to make flow of motivation from young-age employees to old-age employees. From organization perspective managers need to understand the flow of motivation, it helps them to create a culture where employees always get motivated to do better.

Satyawadi and Ghosh (2012), accomplishment and self-control are more essential to employees. Now this can be understood: an employee who is inspired by accomplishment wants progress, meets practical, yet challenging goals and enhances his work. The senior officials in the company also require input on accomplishment and success and a sense of achievement.

Barney and Steven Elias (2010), found that with extrinsic motivation there exist a significant interaction between job stress, flex time, and country of residence. Leaders know that at the heart of every productive and successful business lies a thriving organizational culture and hardworking people collaborate passionately to produce great results.

Dysvik and Kuvaas (2010), concluded that intrinsic motivation was the strongest predictor of turnover intention and relationship between mastery-approach goals and turnover intention was only positive for employees, low in intrinsic motivation. The only thing organization needs to do is to give employees with ample resources and platform to do.

Vikram singhe (2009), In his study he investigated that gender and tenure are significant in job satisfaction measurement. There, though, the quality of the work is often measured by the degree to which the outcomes meet or exceed standards. Of one, a good working atmosphere and good working conditions will improve the happiness of workers and employees may want to do their best to increase their work performance.

Garg and Rastogi (2006), identified the key issues of job design research and practice to motivate employees' performance and concluded that a dynamic managerial learning framework is required to enhance employees' performance to meet global challenges.

Smith and Rupp (2003), Started that performance is a role of individual motivation, organizational strategy and structure and resistance to change, is an empirical role relating motivation in the organization

Deci et al. (1999), Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation.

Luthans and Stajkovic (1999), Concluded that advancement of human resources through rewards, monetary incentives, and organizational behavior modification has generated a large volume of debate in the human resource and sales performance field.

M Zakeri (1997), Motivation referred to the different aspects. The concept of motivation is abstract, but it's very useful and important with specific workplace. This article is about the factors of motivate employee, to be specific, take example as Iranian, collect the data through a structured questionnaire survey. The result showed employees have five important motivation factors including "fairness of pay", "incentive and financial rewards", "on-time payment", "good working facilities", and "safe". This factors sustain the drive for high construction productivity in Iran

Kathleen, (1996) quoted a teacher: "The harder you work the less you are appreciated by some people. There is nothing to be proud of. I don't tell people that am a teacher" A teacher with such views will not carry out his or her duties effectively to produce good results.

2.4 Employee Attitude & Motivational Practices

Behnaz (2013), motivation can be defined as a psychological process that can drive and stimulate an individual which can be either to attain the top list in the sales target or else to be a goof team player. Motivation can also be a strength of an individual's behaviour to drive him/her to attain their targets and thereby improving their productivity (U.S, 2013). When an employee's needs and requirements are met by the organization/management, that create an enthusiasm and interest among the employees to work for the collective goals and objectives of the organization either at group or individual level (Haque et al, 2014)

Ramona Todericiua (2013), employee are the bracket in a company, the employee who have motivation can make the company have high efficiency and good relationship each other. At the same time, the best competitive advantages that one organization could have,since all the other resources could be imitated. Consequently, motivated employee are easy to make the organization success and keep pace with market force. This articles take Sibiu as example aim at find the motivation ways in which knowledge workers. Reviewing the correlative researchers articles and gives some guidelines for identifying the complex problems in order to motivate precious resources and further research.

Llopis (2012), draws attention to the increasing relevance of the work-life balance problem for

modern employees and stresses its negative impact on the level of employee motivation. balance at a personal level, management investment on the level of employee motivation can be wasted. This viewpoint is based on the Hierarchy of Needs theoretical framework proposed by Abraham Maslow (1943), according to which there is a certain hierarchy for individual needs, and more basic human needs need to be satisfied for the next level to serve as motivators.

Thomas (2009), the main challenge of motivation in workplaces is identifying what motivates each employee taking into account his or her differences. In other words, individual differences have been specified by Thomas (2009) as the major obstruction for management to engage in employee motivation effectively.

Mansoor (2008), also sees that motivation is about creating an environment where employees will be motivated and hence work with their full effort. So, organizations should motivate their employees to enhance competitive advantages and reach the firm's vision and mission (Philip, Yu-Fang, Liang-Chih, 2007)

HakFun (2007), has investigated the impact of family-friendly policies on employee job satisfaction and employee turnover in different types of business organizations. He has found the effect of four variables (five-day workweek, flextime, family leave, employee assistance program) on job satisfaction and employee turnover.

Shields (2007), stresses two specific advantages of such a practice that relate to offering employees a chance to raise their concerns and put across their points regarding various aspects of their jobs, as well as, supplying them with the feeling of engagement and appreciation.

Bloch (2004) investigates the effect of job satisfaction on employee motivation and turnover intentions and found the effect of the variable physical environment, task design, reward and reinforcement, supervisory support and coaching, social norms and organizational culture) on job satisfaction, employee motivation, and turnover intentions. He affirms that job satisfaction results in increased motivation and reduces turnover intentions.

Khodov (2003), some experts discuss that companies who spend money on motivating their employees are a waste of money but most of them agreed that the wasted money is achieved in a very short time by the motivated employees (Khodov, 2003). In addition, performers and experienced employees are actually who produce the results of the business and they are the backbone of any company and the reason for the business growth and gain (Meyer, Becker, Vandenberghe, 2004).

Jonathan, Christine, and Yvonne (2002), motivated people and their commitment are vital to the productivity of the work as they will perform with their full potential and with high-quality Michael and Crispen (2009) stated that having a motivated workforce provides the competitive advantage that the organization seeks and better employee performance helps the organization achieve higher productivity.

Urichuck (2002), stated that motivated employees will increase the capability of the organization to achieve its mission, goals, and objectives. It will also engage all to build a strong organizational culture. Also, motivated employees will feel as having a strategic partnership with the organization and their commitments and loyalty will increase from day to day (Anne, 1994). Also, Buttner and Moore (1997), based on their research about “Happy Employees Make Productive Employees” found that when employee attitudes improved by 5%, customer satisfaction jumped by 1.3%, and the revenue increased by 5%. So, motivated employees usually produce more than others, and hence customer satisfaction increases.

Ali and Ahmed (2001), have examined the impact of reward and recognition programs on employee’s motivation and satisfaction and have found the effect of nine variables (work content, payment, promotion, recognition, working conditions, benefits, personal, leader or supervisor and general) on employee motivation and satisfaction. They have recommended that if more focus is placed on reward and recognition, it may have a positive impact on motivation that will enhance high-level performance and retention.

RESEARCH METHODOLOGY

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology adopted in the study. The review of previous research studies forms the basis for constructing the methodology used in this study. A description of the research design, sampling design, and the tools used for analysis are presented in this chapter.

3.2 Research Design

A research design is the arrangement of conditions for collecting and analyses the data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research design is the conceptual structure within which research is concluded. It constitutes the blueprint for the collection, measurement and analysis of data. Descriptive research design is used for this study.

Descriptive research is also called statistical research. The main goal of this type of research is to describe the data and characteristics about what is being studied.

3.3 Data collection

Data collection is an important aspect of any type of research study. Inaccurate data collection can impact the results of the study and ultimately lead to invalid result. Primary Data was collected using Structure Questionnaire from the Venkraft paper mills private limited Employees. It is a mixture of open ended and multiple choice and scaling questions.

3.4 Period of study

The data used for analysis in this study are collected for a period of two months.

3.5 Sampling Technique and Method

The sampling technique used is Random sampling is a part of the sampling technique in which each sample has an equal probability of being chosen. A sample chosen randomly is meant to be an unbiased representation of the total population.

3.6 Sample Size

The sample size is a term used in market research for defining the number of subjects included in a sample size. By sample size, we understand Employees working in Venkraft Paper Mills Private for the study.

The present study was conducted for the total number of 150 respondents by issuing questionnaires. The questionnaire was distributed in form of Google forms.

3.7 Tools of Analysis

The tools used in this project to analyze the data are

- Reliability Test
- Percentage Analysis
- Mean score
- ANOVA
- Regression
- Correlation

3.8 Reliability Test

Reliability is used to determine the consistency of a across time. Reliability is best used for things that are stable over time, such as intelligence. Cronbach's alpha is the most common measure of internal consistency ("reliability"). It is most commonly used when you have multiple likert questions in a survey/questionnaire that from a scale and you wish to determine if the scale is reliable.

Table 3.8
Reliability Test

Cronbach's Alpha	N of Items
.803	23

The Cronbach's Alpha value is (0.803) is greater than 0.7. Thus, the data collected for pilot study is reliable and can use for further research.

Percentage Analysis

Simple Percentage analysis is falling under each category. The percentage analysis is carried out for all the questions given in the questionnaire. This analysis describes the classification of the respondents falling under each category. The percentage analysis is used mainly for standardization and comparison.

The percentage analysis is used to find out the relationship between the series of the data which was collected from the responses given by the employees on different variables.

$$\text{Percentage} = (\text{No. of Respondents} / \text{Total no. of Respondents}) * 100$$

Mean Score Analysis

Mean Score value method is used to find the mean score of the factor from the respondents.

$$\text{Mean Score Analysis} = \frac{\sum X (\text{Score Values})}{N}$$

Where, X, refers to the variables used to collect data.

N, refers to the total number of respondents from whom data were collected

One-way ANOVA

The one-way analysis of variance (ANOVA) is used to determine whether there is any statistically significant difference between the Means of three or more independent group.

Regression

A statistical measure that attempts to determine the strength of the relationship between series dependent variable (usually denoted by Y) and a series of other changing variable (known as independent variable)

Simple linear regression is a regression model that estimates the relationship between one independent variable and one independent variable using a straight line.

Regression is a statistical technique for determining the linear relationship between two or more variables. Regression is used primarily for prediction and causation. This technique is used to detect consumer attitudes and consumer satisfaction levels with appropriate scores by regression parallel ability.

Linear regression : $Y = a + bX + \epsilon$

Where: **Y** – Dependent variable

X – Independent variable

a – Intercept

b – Slope

ϵ – Residual (error)

Correlation

A correlation is a statistical measure used to describe the degree of relationship between two more variable. In this study the direction of relationship between all dependent variable and the corresponding independent variable is calculated using correlation coefficient.

$$\text{Correlation} = \frac{\sum xy}{\sqrt{\sum x^2 \sum y}}$$

ANALYSIS AND INTERPRETATION

CHAPTER IV

ANALYSIS AND INTERPRETATION

4.1 Introduction

Analysis and interpretation are the central step in research process. Analysis of data means studying the tabulation material in order to determine the inherent fact for meaning. Interpretation refers to the task of drawing inferences from the collection fact after an analytical study. Interpretation is the device through which the factor that seems to explain what has been observed from the research in the study can be better understanding and also provides theoretical conception, which can serve as a guide for further research.

Researchers often find data analysis the most enjoyable part of carrying out a research study, since after all of the hard work and waiting they get the chance to find out the answers. If the data do not provide answers, that presents another opportunity for creativity. So, analyzing the data and interpreting the results are the reward for the work of collecting the data.

As with most other aspects of a study, analysis and interpretation of the study should relate to the study objectives and research questions. One often helpful strategy is to begin by imagining or even outlining the manuscript to be written from the data. The usual analysis approach is to begin with descriptive analyses, to explore and gain a feel for the data.

the research plan. This is essential for a study and for ensuring that we have all the relevant data for making comparisons and analysis. Thus it has been tabulated, analysed, interpreted and presented in this chapter.

4.2 Socio- Economic Profile of the Respondents – Percentage Analysis

Demographic factors include age, educational qualification, marital status, etc., These factors provide some of the personal information about the respondents. Demographics are the quantifiable statistics of given population. It also used to identify the study of quantifiable subsets within a given population which characterize that population at a specific point in time.

Table 4.1
Socio-Economic Profile of the Respondents

Demographic Factors	Particulars	Frequency	Percentage
Age	20-30	63	42.0
	30-40	53	35.3
	40-50	32	21.3
	Above 50	2	1.3
Total		150	100
Educational Qualification	Primary	56	37.3
	Graduate	52	34.7
	Post Graduate	27	18.0
	Other	15	10.0
Total		150	100
Marital Status	Married	122	81.3
	Unmarried	28	18.7
Total		150	100
Monthly Salary	10000-15000	18	12.0
	15000-20000	43	28.7
	20000-25000	46	30.7
	Above 25000	43	28.7
Total		150	100
Experience	0-5 years	61	40.7
	5-10 years	62	41.3
	Above 10 years	27	18.0
Total		150	100

From the above table, it can be interpreted that the demographic factors are Age, Educational Qualification, Marital Status, Monthly salary and Experience. These factors provide various frequencies of the Venkraft Employees.

- Majority of the respondents are from the age group of 20-30 years (42% of the employees) 35.3% of the respondents are between 30-40 years, 21.3% of the employees are between 40-50 years and 1.3% of the Respondents are Above 50 age group.
- Majority of the Respondents are Primary Level that is 37.3% of the employees are primary level, 34.7% of the respondents are Graduates, 18% of the Respondents are Post Graduates, and 15% of the Respondents are others.
- Majority of the Respondents 81.3% are Married and 18.7% of the Respondents are unmarried.
- Majority of the Respondents 30.7% monthly salary is between 20000-25000, 28.7% of the Respondents monthly income is between 15000 – 20000 and above 25000, and 12% of the Respondents are getting monthly income between 10000-15000,
- Majority of the Respondents 41.3% Experience is between 5 – 10 years, 40.7% of the Respondents work Experience is between 0-5 years and 18% of the Respondents Experience is Above 10 years.

4.3 Mean Score value for Job satisfaction, Job Performance, Work Load, and Career Development

Mean score Analysis is used to find the mean score of the factors from the respondents. Mean implies Sum of Data divided by the Number of total Data. Higher the mean score value higher the expectation and vice versa. Overall Mean score is calculated for all variables. All the statement Values were combined under the Factor with overall mean score, Likewise for each factor assigned under the variables.

In this table the overall Mean score is calculated for all variables such as Job Satisfaction, Job Performance, Work Load, and Career Development.

4.3.1 Mean Score value for Job satisfaction

In this factor, it consists of eight variables. The variables are related to the job satisfaction of an employee. It deals with satisfaction with present salary and increment, satisfaction with welfare facilities, Clean and safe environment, feels respected by management for the efforts and ideas, how well colleagues and subordinates are good, and Management take interest in our problems, well beings and feature.

In this table the overall Mean Score is calculated for all the variables in Job satisfaction.

Table 4.2
Mean Score value for Job Satisfaction

Factors for Job Satisfaction	Mean	Std. Deviation
I am satisfied with the present salary and increment given to me	4.75	.644
I feel that my welfare facilities provided by venkraft are adequate and provide satisfaction	4.47	.757
I feel that working environment are clean and safe in venkraft paper miulls pvt.Ltd.	4.11	.942
Do you feel respected by management for your efforts & ideas	4.01	1.081
Employees Receive Recognition for their abilities effeciency & good work done	3.62	1.235
How well Colleagues and subordinates are good	3.69	1.226
In my organization management take interest in our problems, well beings and feature	3.37	1.313
The management takes good care of the problem of the Employees & tries to solve or redress them with proper counseling as soon as possible	3.43	1.239
Average Mean Score	28.44	1.687

The above table interpreted that I am satisfied with the present salary and increment given to me has the highest Mean score value of 4.75 with the standard deviation of 0.644, followed by I feel that my welfare facilities provided by venkraft are adequate and provide satisfaction has the next highest Mean score of 4.47 with the standard deviation 0.757, In my organization management take interest in our problems, well beings and feature has the lowest Mean score value of 3.37 with the Standard deviation of 1.313.

4.3.2 Mean Score value for Job Performance

Job performance consists of five variables. It includes Recognition for my performance, Performance rating based on how well am doing my job, Performance appraisal identifies Performance Problems to improve employee productivity & Motivation, Performance Rater Helps me understand what I need to do to improve my performance, and My work is evaluated based on fair system of performance standards.

Table 4.3
Mean score value for Job Performance

Factors for Job Performance	Mean	Std. Deviation
I get Recognition for my performance	4.59	.836
My performance rating based on how well am doing my job	4.36	.797
The performance appraisal identifies Performance Problems to improve employee productivity & Motivation	3.99	1.052
The Performance Rater Helps me understand what I need to do to improve my performance	3.73	1.180
My work is evaluated based on fair system of performance standards	3.51	1.197
Average Mean Score	3.856	1.012

From the above, it is interpreted that I get recognition for my performance has the highest mean score value of 4.59 with the standard deviation 0.836, followed by My performance rating based on how well am doing my job has the next highest mean score value of 4.36 with standard deviation 0.797, My work is evaluated based on fair system of performance standards has the lowest mean score value 3.51 with the standard deviation of 1.197.

4.3.3 Mean score value for Work Load

In this factor, it consists of five variables. The variables are In venkraft workload is very high and task are not finished on appropriate time, I didn't get fair incentives because of collective participation due to heavy workload, Delegation of authority to encourage juniors is quite common in venkraft paper mills, In my organization there is no overloaded responsibilities for me, and In venkraft there is no underloaded responsibilities for me.

Table 4.4
Mean Score value for Work Load

Factors for work load	Mean	Std. Deviation
In venkraft workload is very high and task are not finished on appropriate time	4.59	.697
I didn't get fair incentives because of collective participation due to heavy workload	4.05	.885
Delegation of authority to encourage juniors is quite common in venkraft paper mills	3.93	.988
In my organization there is no overloaded responsibilities for me	3.38	1.246
In venkraft there is no underloaded responsibilities for me	2.89	1.334
Average Mean Score	3.768	1.03

From the above table it is observed that In venkraft workload is very high and task are not finished on appropriate time has highest mean score value of 4.59 with the standard deviation of .697 followed by I didn't get fair incentives because of collective participation due to heavy workload has next highest mean score value 4.05 with the standard deviation of .885 and In venkraft there is no underloaded responsibilities for me has the lowest mean score value of 2.89 with the standard deviation of 1.334.

4.3.4 Mean Score value for Career Development

In this factor, it consists of five variables. The variables are venkraft follows the seniority merit in promotion & development, venkraft has got flexible working hours and alternative work schedule, The circumstances & procedures relating to promotion policies are proper in venkraft, Are there enough opportunities for promotions & career advancement in venkraft and I am sure that to me according to my skills and potential appropriate work is given.

Table 4.5
Mean Score value for Career Development

Factors for Career Development	Mean	Std. Deviation
venkraft follows the seniority merit in promotion & development	4.59	.769
venkraft has got flexible working hours and alternative work schedule	3.85	1.008
The circumstances & procedures relating to promotion policies are proper in venkraft	3.63	1.126
Are there enough opportunities for promotions & career advancement in venkraft	3.58	1.200
I am sure that to me according to my skills and potential appropriate work is given	3.26	1.328
Average Mean Score	3.782	1.086

From the above table, it is observed that venkraft follows the seniority merit in promotion & development has the highest mean score value of 4.59 with the standard deviation of .769, followed by that 3.85 has the highest mean score value with the standard deviation of 1.008 and I am sure that to me according to my skills and potential appropriate work is given has the lowest mean score value of 3.26 with the standard deviation of 1.328, and Are there enough opportunities for promotions & career advancement in venkraft has the next lowest mean score value of 3.58 with the standard deviation of 1.200.

4.4 One-way ANOVA for Employee Motivation and Employee Performance

To identify the different factors of employee motivation and its outcomes on Employee Performance, One-way ANOVA analysis was performed and summarized as below.

H0: There is no significant difference between Employee Motivation and Employee performance

H1: There is a significant difference between Employee Motivation and Employee performance.

Table 4.6

One-Way ANOVA for Employee Motivation and Employee Performance

Variables	Sum of Squares	Df	Mean square	F	Sig.
Between Groups	1160.751	14	82.911	1.668	.069
Within Groups	6711.809	135	49.717		
Total	7872.560	149			

H₀: There is no significant difference between Employee Motivation and Employee Performance.

The above table shows the no significant difference across Employee Motivation and Employee Performance of the Employees working in Venkraft Paper Mills Private Limited. Since the significance value is more than the acceptable value 0.05. This shows that null hypothesis (H₀) is accepted. And therefore it is clear that is no significance difference between Employee Motivation and Employee Performance.

4.5 Simple Regression for Motivational Practices and Employee Attitude

To analyse the different Motivational practices adopted by Venkraft Paper Mills Private Limited, simple regression has been carried out. To perform simple regression analysis, the factor Employee Motivation is considered as dependent and Employee Attitude is considered as independent variable.

H₀: There is no significance impact of Motivational Practices on Employees Attitude adopted by venkraft paper mills.

H₁: There is a significance impact of Motivational Practices on Employees Attitude adopted by venkraft paper mills.

Table 4.7
Simple Regression for Motivational Practices and Employee Attitude

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(constant)	33.146	3.908		8.48	.000
Employee's Attitude	.441	.099	.344	4.45	.000
R	.344 ^a				
R Square	.118				
Adjusted R square	.112				
ANOVA Sig.	.000 ^b				

H₁: There is a significance Impact of Motivational Practices on Employee Attitude adopted by venkraft paper mills.

In the above table, the R and R square value, The R value represents the simple correlation and is 0.344, which indicates a high degree of correlation.

The R square value indicates how much the total variation in the dependent variable Employee Motivation influences the independent variable Employee Attitude. In this case, 11.8% can be explained and it indicates that the simple regression model is found to be statistically good fit as R square is 0.118.

ANOVA for simple Regression, the P value is .000 which is less than 0.05, hence the result is significant at 1% level of significance. It means there is a significant correlation between dependent variable Employee Motivation and independent variable Employee Attitude.

4.4. Correlation for Employee Attitude and Employee Motivation

A correlation is a single number that describes the degree of relationship between two variables. Correlation refers to the statistical relationship between two entities. In other words, it is how two variables move in relation to one another. Correlation refers to method of assessing a possible two-way linear association between two continuous variables. It is measured by the correlation coefficient. In this we are going to see the relationship between employee attitude and employee motivation

The t-values for the null hypotheses of equality of means $H_0: P=0$, and equality of alternative hypothesis, $H_1: P \neq 0$ should be rejected at significance level. The statistical test for the significance of a correlation coefficient is conducted using a t-statistic. The hypothesis to be tested is mentioned below .05

H₀: There is no significant relationship between Employee attitude and Employee Motivation

H₁: There is a significant relationship between Employee attitude and Employee Motivation

Table 4.8
Correlation for Employee Attitude and Employee Motivation

Factors		Motivation	Attitude
Motivation	Pearson correlation	1	.344**
	Sig. (2-tailed)		.000
	N	150	150
Attitude	Pearson correlation	.344**	1
	Sig. (2-tailed)	.000	
	N	150	150

H_0 : There is no significant relationship between Employee attitude and Employee Motivation

From the above table, depicted the following inference. The direction of the relationship is positive (i.e., Employee attitude and Employee Motivation are positively correlated) which means that these variables tend to increase together. There exists high positive correlation between attitude and motivation. The value of R are significant at level less than the 0.05 so as the statistical significant the following hypotheses. The significant value (P) is 0.000 which is less than 0.05, so null hypotheses is rejected and alternative hypotheses is accepted. Hence, there is a relationship. The test statistically significant with a positive correlation of magnitude r is between preferred employee attitude and employee motivation

FINDINGS AND SUMMARY

CHAPTER V

SUMMARY & CONCLUSION

5. Findings

The Research is to understand the effect of Employee's Attitude Towards Motivational Practices in Venkraft Paper Mills Private Limited.

5.1 Findings of Socio-Economic Profile of the Respondents

Table 5.1
Socio-Economic Profile – Percentage Analysis

Factors	Findings
Age	Majority of the respondents 42% are from the age group of 20-30 years
Education	Majority of the Respondents are Primary Level that is 37.3% of the employees are primary level.
Marital status	Majority of the Respondents 81.3% are Married
Monthly Salary	Majority of the Respondents 30.7% monthly salary is between 20000-25000
Experience	Majority of the Respondents 41.3% Experience is between 5 – 10 years

5.1.1 Findings to identify the different factors of Employee Motivation and its outcomes on Employee performance.

Table 5.2
Findings of One-way ANOVA

Factors	Findings
H₀ : There is no significant difference between Employee Motivation and Employee performance.	Null Hypothesis is Accepted

H₁ : There is a significant difference between Employee Motivation and Employee performance.	Alternative Hypothesis is Rejected
----------------------------------------------------------------------------------------------------------------	-------------------------------------------

5.1.1 Findings is to find the different motivational practices adopted by vankraft papermills private LTD., for motivating employees

**Table 5.3
Findings of Simple Regression**

Factors	Findings
H₀ : There is no significant impact of motivational practices on Employees Attitude adopted by venkraft paper mills private Limited	Null Hypothesis is Rejected
H₁ : There is a significant impact of motivational practices on Employees Attitude adopted by venkraft paper mills private Limited.	Alternative Hypothesis is Accepted

5.1.2 Findings to analyse the Attitude of the Employees after Motivating them.

**Table 5.4
Findings of Correlation**

Factors	Findings
H₀ : There is no relationship between Employees attitude and Motivation	Null Hypothesis is Rejected
H₁ : There is a relationship between Employees Attitude and Motivation	Alternative Hypothesis is Accepted

5.2 Suggestion

- Employees who want to motivate an employee should promote career path development. Schedule a meeting and find out the Employee's career goals. Set up these Employer-Employees meeting each month.
- Employees work hard for their employers, some Employers forget to appreciate their Employee's efforts. Employees should be thanked in some way.
- Choose a non-busy work period and plan a fun event for employees.
- Interaction between employees has shown to better performance in the work-place.
- Instituting a suggestion program for your employees can make a large impact.
- Workers are happier when they know that their organization cares for them, provide productive environment to your employees.
- When you need to make major decisions that will affect the lives of your employees include them in the decisions.
- People feel motivated when they have a clear career advancement path. If a promotion is in sight it can promote better employee productivity.

5.3 Conclusion

The Employee Motivation has become a great challenge. The most important responsibility of a manager is to ensure that his/her staff members are motivated. The complexity of the working Environment is making it increasingly difficult. The study has investigated the Employee attitude towards motivational practices. Employee Motivational practices in venkraft paper mills private limited was positive in response and also employees are need to motivate time by time. Managers must get to know their employees want from the job. By appreciating the employees for their work and giving them participation in decision making, creates work satisfaction with their job, and organizational Environment. Employee motivation helps keep workers satisfied and not looking for other job. Employees should not ignore the importance of motivation. Unmotivated employees who are unhappy can lead to general work complaints from employees. This in turn can create company problems. A motivated employee is a valuable asset, who can deliver immense value to the organization in maintaining and strengthening the business and revenue growth. This paper concludes that the Employee Motivation is important to obtain organizational success.

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ANNEXURE

Annexure

A Study on Employee Attitude towards Motivational Practices with Referenceto Venkraft Paper mills Private Limited

1. Name of the Category :
2. Age of the Employee
 - a) 20-30 b)30-40 c)40-50 d)Above 50
3. Gender
 - a) Male b)Female
4. Marital Status
 - a) Married b) Unmarried
5. Educational Qualification
 - a) Primary b) Secondary c) Higher Secondary d) Graduation e) Post Graduation f)Other
6. Monthly Salary
 - a) 10000-15000 b)15000-20000 c)20000-25000 d)Above 25000
7. Experience
 - a) 0-5 years b)5-10 years c)Above 10 years
8. What made you to prefer this job?
 - a) Interest on the job b)For Social status c)Remuneration d)Image of the Industry
9. Which type of incentives motivates you more?
 - a) Financial incentives b)Non-Financial incentives c)Both
10. Do you think that the incentives and other benefits will influence your performance?
 - a) Influence b)Does not influence c)No opinion
11. As an employee what do you think motivates the employee most?
 - a) Achievement b)Recognition c)Responsibility d)Advancement
12. What factor de-motivates you at work place?
 - a) Job profile b)Company Policy c)Work environment d)others

13. Please rate each statement on a 5 point scale of (5,4,3,2,1) Strongly agree, agree, Neutral, Disagree, Strongly disagree

S.No.	Job Satisfaction	5	4	3	2	1
I	I am satisfied with the present salary and increment given to me					
ii	I feel that my welfare facilities provided by venkraft are adequate and provide satisfaction					
iii	I feel that working Environment are clean and safe in venkraft paper mills pvt. Ltd.,					
iv	Do you feel respected by Management for your efforts & Ideas					
V	Employees Receive Recognition & appreciation for their abilities, efficiency & good work done					
vi	How well colleagues and Subordinates are good					
vii	In my organization management take interest in our problems, well beings and feature					
viii	The management takes good care of the problem of the Employees & tries to solve or redress them with proper counseling as soon as Possible					

14. Please rate each statement on a 5 point scale of (5,4,3,2,1) Strongly agree, agree, Neutral, Disagree, Strongly disagree

SL. No.	Job Performance	5	4	3	2	1
I	I get recognition for my performance					
Ii	My performance rating is based on how well am doing my task					
Iii	The Performance appraisal identifies Performance problems to improve employee productivity & motivation					
Iv	The Performance rater helps me understand what I need to do to improve my performance					
V	My work is Evaluated based on fair system of performance standards.					

15. Please rate each Factors under Workload on a 5 point scale of (5,4,3,2,1) Strongly agree, agree, Neutral, Disagree, Strongly disagree

SL. No.	Work Load	5	4	3	2	1
I	In venkraft Workload is very high and task are not finished on Appropriate time					
Ii	I didn't get fair incentives because of collective participation and also wokload is very high					
Iii	Delegation of authority to Encourage					

	Juniors is quite common in Venkraft Paper mills Pvt. Ltd.					
Iv	In my organization there is no Over-loaded responsibilities for me					
V	In venkraft there is no under-loaded responsibilities for me					

16. Please Provide the following Rating on 5 point scale of (5,4,3,2,1) Strongly agree, agree, Neutral, Disagree, Strongly disagree

SL. No.	Career Development	5	4	3	2	1
I	Venkraft follows the seniority and merit in promotion & Development.					
II	Venkraft has flexible working hours & alternative work schedule					
III	The circumstances & procedures relating to promotion policies are proper in venkraft					
Iv	Are there enough opportunities for promotions & Career Advancement in Venkraft					
V	I am sure that appropriate work is given to me according to my skills and potential					