

**Impact of Employee Motivation on Organizational Effectiveness
in Energo Engineering Project Limited**

**Pavithra.A
(Reg No.14PBM009)**

**A Major Project Report Submitted to
Avinashilingam Institute for Home Science and Higher Education for Women
Coimbatore- 641 043**

**In Partial fulfillment of the requirements for the degree of
Master of Business Administration
April 2016**

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CERTIFIED AS BONAFIDE RESEARCH WORK



**Signature of the
Head of the Department**



**Signature of the
External Examiner**



**Signature of the
Supervisor**



EEPL/CBE/HR/2016-2017/TRG - 001

Date: 13-04-2016


CERTIFICATE

This is certify that **Ms.A.Pavithra (Reg.No. 14PBM009)** II MBA (IT) Student of **Avinashilingam Institute for Home Science, Coimbatore** has successfully completed her Project entitled **“Impact of Employee Motivation on Organisational Effectiveness”** in our concern from **18.01.2016 to 13.03.2016**.

During the above period her performance, conduct and character were found to be very good.

We wish them all the best for the future.

For Energo Engineering Projects Limited.


Dilip Kumar Singh
(AGM)

Energo Engineering Projects Limited

An ISO 9001 : 2008 Certified Company
CIN : U29119DL1989PTC36554



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SYNOPSIS

Every organization and business wants to be successful and have desire to get constant progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restrains a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment.

In today's competitive world it is becoming very important to build on the competitive activities of the business. Manufacturing industry of the future will have to rely more on their competent employees than any other resource. It is one of a major factor that determines the success of an organization. The project titled "Impact of Employee Motivation on Organizational Effectiveness" was carried out at Energo Engineering Projects Limited, Coimbatore.

The objectives of the study is to identify and analyze the impact of employee motivation on organizational effectiveness.

The respondents were middle level of employees of the company. The sample consisted of 80 employees out of total population of 150. Data regarding various factors were collected form the respondents by means of structured questionnaire. The scaling technique followed in the questionnaire is Likert-scale. The research design used in descriptive.

The data is analyzed using percentage analysis, mean score value, chi-square test, analysis of variance (ANOVA). From the finding it is understood that employee motivation should be necessary to improve an organizational effectiveness. The company provides regular training to their employees for their individual as well as business growth.

From the detailed study, the researcher found that the effectiveness of employee motivation in the organization includes parameters like fringe benefits, training, rewards, Non-monetary factors, recognition and satisfaction. Organization skill development program, Adopting modern techniques for better result, feedback and counseling to be provided by the immediate supervisor so that the employees understands their strength and weakness, motivating employees through rewards, helps the organization to achieve high productivity through an effective motivating.

CHAPTER-I

1.1 INTRODUCTION

Energo has achieved a significant position in the industry as Engineering, Procurement & Construction company and is still growing at a tremendous rate. The Group has taken several strategic decisions for business growth in related business areas. We have diversified our business into renewable energy while we have also ventured into power plant development. There are vast opportunities available for employees at different levels as the company is moving through this growth phase.

New hires are groomed under the guidance of industry stalwarts to handle projects and assignments independently. We have opportunities in various disciplines- Engineering, Project Management, Finance, IT, HR, Sales, Marketing, Legal and many more. A career at Energo has the following to offer:

- Opportunity to learn from industry experts
- Professional growth opportunities
- International exposure
- Individual as well as team responsibilities
- Most productive and rewarding work environment
- Work-life balance ensuring personal fulfilment

1.1.1 Production facility

“Energo offers huge range of material handling and Bottom of pipe products from its state of the art manufacturing base in Coimbatore”

Our factory is located at Coimbatore, Tamil Nadu on a land area of 400,000 sq. ft. with manufacturing area enclosed in 150,000 sq. ft. The manufacturing facility, equipped with modern machineries and latest technology is adept to efficiently cater to various manufacturing processes. Using advanced computer aided design and latest machinery we create a blend of project design, manufacture and quality control in an efficient, functional and harmonious way.

1.1.2 Engineering facility

“The engineering done at Energo ranges from Power Plant Engineering including Balance of Plant to Energy Efficiency engineering including residual life assessment and life expectancy studies”

Energo has in-house capabilities for both project design & engineering. The engineering done at Energo ranges from Power Plant Engineering including Bottom of pipe engineering to Energy Efficiency engineering including residual life assessment and life expectancy studies. Some aspects of engineering include Layout and Detail Engineering, EPC engineering, R&M engineering, Metallurgical Engineering, and Product engineering. Engineering services provided by Energo also involves:

- Front end Engineering
- Lender’s Independent Engineer
- Architect Engineering
- Owners Engineering Services
- Technical Advisory Services

1.1.3 Construction facility

“Energo has established vast presence and gained recognition in construction related services for thermal, solar & hydro power plants”

Energo group has been executing number of projects with qualified construction managers, engineers and supervisors backed up with latest construction equipment & technologically advanced work environment. The Company's strength has been its commitment to the timely completion of projects with due emphasis on project management, quality & safety. Armed with the technical expertise gained through a varied range of projects executed, we can take up any challenging and fast track project. Group owns number of construction plants & equipments of reputed make. We also have various associates / vendors which provide us all the machinery / support / services as per our requirement.

1.1.4 Project Management

“Project Management at Energo strives to standardize and introduce economies of repetition in project execution. This ensures smooth manufacturing process, on-time product delivery, erection and commissioning as per schedule and overall improved customer service”

Project handling and management is crucial for efficiently and effectively delivering a contract. We employ latest software packages for effective project management. Our manufacturing units follow a strategic approach along with latest software to provide quality projects as per the client needs.

To ensure an effective management of smooth manufacturing process, delivery in time, erection & commissioning until handing over of the plant to the client, we undertake the following project management activities:

- Project planning
- Bought out Item planning
- Job assignment
- Assigning time duration to each activity
- Scheduling activities
- Identification of the activities on critical path
- Ensuring timely delivery
- Remedial actions / catch-up plan to overcome delay on these items

1.1.5 Quality Management

“Energo pursues continual improvement in the quality of its products, services and performance leading to customer satisfaction and business growth through commitment and teamwork”

Energo is an ISO 9001:2008 certified company. We have well-established quality assurance and integrated management systems to meet customer’s requirements. Our processes combine the know-how and experience of experts and executives to achieve defined quality standards. The

insights gained from each completed project and the training provided to our highly skilled personnel contribute towards enhancement of our technological competence. Quality Management System Requirements has been recognized by external certification agencies- Bureau Veritas Certification India and National Accreditation Board for Certification Bodies (NABCB) UNDER Quality Council of India for:

- Marketing, Engineering, Design & Development, Supply, Installation, Erection and Commissioning of Balance of Plant (BoP) Systems and Equipments for Power Plant and Energy Intensive Industries
- Providing consultancy and conductance of Residual Life Assessment Studies (RLA/LES), R&M Performance Guarantee Tests and Energy Audits for Power Plants and Industry
- Manufacturing of Balance of Power Plant/Material Handling Equipments for Power Plant and Energy Intensive Industry
- Bending of Boiler Tubes for coils of water tubes boilers
- Manufacturing and Supply of Elastomer based Knife and Metallic Gate Valves

1.2 ENERGO ENGINEERING PROJECTS LIMITED

Energo is a multi-disciplinary Group with diversified interest in Energy, Power and other Process Industries providing a wide range of Engineering, Procurement and Construction (EPC), Operation & Maintenance Services and Products including Balance of Power Plant packages, Materials & Ash Handling, Pneumatic Conveying and Auxiliary Systems of Thermal Power Plants and other Process Industries.

Energo Group, since its inception in 1987, by virtue of transparent, universal, progressive, and timeless values has emerged as a leading private sector organization in India. We have a portfolio in EPC contracting of over 20,000 MW and are fully equipped to undertake EPC of multiple power projects & material handling systems simultaneously. Our Energy Services division ranks at the top in India & has experience of over 110 projects worldwide.

At present, Energo is among the top ten fastest growing companies in Indian Energy / Power Sector with average CAGR of over 54.44% in last 10 years. With a vision to be the leading integrated

Power & Engineering solutions company, Energo Group has diversified into several verticals through its Group Companies. Its business areas comprise the following:

- EPC Contracting
- Material Handling Systems
- Allied Products & Services
- Operation & Maintenance
- Energy Services
- Renewable Energy
- Power Plant Development

Corporate Vision, Mission & Values

A culture of corporate integrity in the organization invariably brings "trust" with our customers. We aim to become a global integrated power plant solution provider through these values.

Vision

Energo Engineering Projects Limited is committed to be the leading integrated Power & Engineering Solutions Company.

Mission

- To pursue perfection with integrity.
- To improve optimal performance.
- Timely delivery of product and services.
- Increase level of customer satisfaction.

Values

Transparent, Universal, Progressive and Timeless

1.2.1 PRODUCTS PROFILE

Energo Products are the result of our extensive experience in the manufacturing industry and long-term relationships with clients. Based on our strong commitment to research and development, our products are the epitome of quality and performance. Our products cater to industry wide standards, client's business and technological advancements. Following are the products manufactured under Energo

Material handling

Energo has considerable experience in serving the material handling needs of coal, power, mining, steel, fertilizer and cement industries. Our products ensure longer life, lower maintenance and improved efficiency. We offer:

- Paddle Feeder
- Flap Gate
- Rod Gate
- Travelling Tripper
- Coal Sampling Unit
- Vibrating Feeder
- Vibrating Screen
- Conveyor and components

Ash Handling Equipments

Energo has been providing Ash handling system and associated equipments for many years. We design systems for bottom ash as well as fly ash from electrostatic precipitators, air pre heaters etc.

Valves

Our valves are manufactured to meet the major international standards which provide our customers with total guarantee and trouble free operations. Our valve product range includes:

- EFA Series Knife Edge Gate Valves

- Ash Extraction Valves
- Butterfly Valves
- Dome Valves
- Metal Seated Valves
- Plug Valves
- Pneumatic Cylinders
- Rotary Actuators
- Vacuum Breaker Valves
- Pressure Relief Valves

Buffer Hoppers

Energio is engaged in manufacture and conveying of ash conveying for both dry as well as wet mode. Ash vessel system is designed for dense phase pneumatic conveying at a low velocity moving through a conveying pipe. We also provide system for conversion of fly ash to wet ash along with accessories and fittings for ash collecting systems. Our services include:

- Collector Tanks
- Air Washers
- Wetting Heads
- Ash Vessels
- Bag Filters
- Dust Collectors
- Moisture Separators
- Air Receivers

Bends and Fittings

We provide bends and fitting for pipes designed to withstand the heavy corrosive effect of fly/coarse ash. These can be used in ash slurry pipelines, fly ash pipelines, cyclone separators, flushing lines and silos. Our bends and fittings have high strength and ensure durable performance with minimum wear and tear. We provide:

- Cast Iron Bends and Fittings for Vacuum Conveying System
- Cast Basalt Bends and Fittings for Pressure Conveying System
- Couplings
- Rod and Hanger Clamps
- Flanges

Pollution Control

Our dust extraction and dust suppression systems are highly energy efficient, covers large area and confirms to the guidelines of the Pollution Control Board.

- DE/DS Systems
- Screw Conveyor
- Rotary Air Lock Valve
- Cyclone Separator
- Dampers
- Ducts
- Spray Headers

1.2.2 Recognitions & Accreditations

Recognitions and accreditations are important for they not only provide impartial assessment by internationally recognized standards but also because they are a measure for the competence and technical integrity of an organization.

EnergO Group is an ISO 9001:2008 Certified Company, accredited by the following international agencies:

- UKAS Quality Management (U.K.) - Bureau Veritas Certification
- NABCB QM 003 (INDIA) - Bureau Veritas Certification
- These certifications cover our Corporate/Project office, Manufacturing Units & Construction sites.

- Besides this, Energo is also accredited by Central Boiler Board, under Indian Boiler Regulations 1950 as a “Well Known Remnant Life Assessment Organization.”
- The Vendor/Sub-Contractor selection is based upon an approval process which includes on going evaluation of overall performance & ultimate customer’s acceptance.

1.3 EMPLOYEE MOTIVATION ON ORGANIZATIONAL EFFECTIVENESS.

Every organization and business wants to be successful and have desire to get constant progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfilment.

For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations. A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfilment and goals achievements and encouraged, none of the organization can progress or achieve success.

The success or failure of any organization depends on its employee that how well they were motivated towards their work and with how dedication they are performing. Motivation plays a fundamental role in enhancing the employee productivity and performance. Employee motivation is directly linked to employee commitment, productivity and business profits. An organization should know about their employees that who are its great workers, who need training.

The research has been done under the title “Impact of Employee Motivation on Organizational Effectiveness in Energo Engineering Projects Limited” with the objective to evaluate the effectiveness of Employee motivation on Organizational Effectiveness. Thus the current and the future needs of development of individual will be identified. This chapter provides an introduction about the title and design of the study

Objectives of Employee Motivation

- The purpose of motivation is to create condition in which people are willing to work with interest and enthusiasm with a high personal and moral satisfaction with the sense of responsibility.
- To create loyalty against company
- For improve discipline and with pride and confidence in cohesive manner so that the goal of an organization are achieved effectively.
- Motivation techniques utilized to stimulate employee growth.
- Performance result from the interaction of physical, financial and human resource.

Motivational Incentives

Incentives are something which are given in addition to wagers. It means additional remuneration or benefit to an employee in recognition of achievement or better work. Incentives provide a spur or zeal in the employees for better performance. This will include job satisfaction, job security, job promotion, and pride for accomplishment. Therefore, incentives really can sometimes work to accomplish the goals of a concern. The need of incentives can be many:-

1. To increase productivity,
2. To drive or arouse a stimulus work,
3. To enhance commitment in work performance,
4. To psychologically satisfy a person which leads to job satisfaction,
5. To shape the behaviour or outlook of subordinate towards work,
6. To get the maximum of their capabilities so that they are exploited and utilized maximally.

Therefore, management has to offer the following two categories of incentives to motivate employees:

1. **Monetary incentives**
2. **Non-monetary incentives**

Positive Incentives

Positive incentives are those incentives which provide a positive assurance for fulfilling the needs and wants. Positive incentives generally have an optimistic attitude behind and they are generally given to satisfy the psychological requirements of employees. For example-promotion, praise, recognition, perks and allowances, etc. It is positive by nature.

Negative Incentives

Negative incentives are those whose purpose is to correct the mistakes or defaults of employees. The purpose is to rectify mistakes in order to get effective results. Negative incentive is generally resorted to when positive incentive does not work and a psychological set back has to be given to employees. It is negative by nature. For example- demotion, transfer, fines, penalties.

Classical theories of motivation

The motivation concepts were mainly developed around 1950's. Three main theories were made during this period. These three classical theories are-

- Maslow's hierarchy of needs theory
- Herzberg's Two factor theory
- Theory X and Theory Y

Maslow's hierarchy of needs theory

Abraham Maslow is well renowned for proposing the Hierarchy of Needs Theory in 1943. This theory is a classical depiction of human motivation. This theory is based on the assumption that there is a hierarchy of five needs within each individual. The urgency of these needs varies. These five needs are as follows-

- **Physiological needs-** These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.
- **Safety needs-** Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.
- **Social needs-** Social needs include the need for love, affection, care, belongingness, and friendship.

- **Esteem needs-** Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).
- **Self-actualization need-** This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social- service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.

According to Maslow, individuals are motivated by unsatisfied needs. As each of these needs is significantly satisfied, it drives and forces the next need to emerge. Maslow grouped the five needs into two categories - **Higher-order needs** and **Lower-order needs**. The physiological and the safety needs constituted the lower-order needs. These lower-order needs are mainly satisfied externally. The social, esteem, and self-actualization needs constituted the higher-order needs. These higher-order needs are generally satisfied internally, i.e., within an individual. Thus, we can conclude that during boom period, the employees lower-order needs are significantly met.



Herzberg's two-factor theory of motivation

In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”.

Herzberg classified these job factors into two categories-

Hygiene factors

Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. Hygiene factors are also called as **dissatisfies or maintenance factors** as they are required to avoid dissatisfaction. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

- **Pay** - The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- **Company Policies and administrative policies** - The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.
- **Fringe benefits** - The employees should be offered health care plans (medicclaim), benefits for the family members, employee help programmes, etc.
- **Physical Working conditions** - The working conditions should be safe, clean and hygienic. The work equipment's should be updated and well-maintained.
- **Status** - The employees' status within the organization should be familiar and retained.
- **Interpersonal relations** - The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- **Job Security** - The organization must provide job security to the employees.

Motivational factors

According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are called **satisfiers**. These are factors involved in performing the job. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

- **Recognition** - The employees should be praised and recognized for their accomplishments by the managers.
- **Sense of achievement** - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- **Growth and promotional opportunities** - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- **Responsibility** - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
- **Meaningfulness of the work** - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

Theory X and theory Y

In 1960, Douglas McGregor formulated Theory X and Theory Y suggesting two aspects of human behaviour at work, or in other words, two different views of individuals (employees): one of which is negative, called as Theory X and the other is positive, so called as Theory Y. According to McGregor, the perception of managers on the nature of individuals is based on various assumptions.

Modern theories of motivation

We all are familiar with the classical theories of motivation, but they all are not empirically supported. As far as contemporary theories of motivation are concerned, all are well supported with evidences. Some of the contemporary / modern theories of motivation are explained below:

- ERG Theory
- McClelland's Theory of Needs
- Goal Setting Theory
- Reinforcement Theory
- Equity Theory of Motivation

1.3 STATEMENT OF THE PROBLEM

Now a day's employee motivation is necessary because employees switched the organizations when they were not motivated and due to lack motivation, their performance is directly affected. Motivating employees to complete their work correctly and on time is one of the major tasks of management. Changing an employee's perception of his place within a company is sometimes an effective way of improving their performance constructively. Employees who perceive that they have a greater control over their work life will likely be more motivated to excel within the organizational structure. Therefore, the research problem is to examine the major factors that motivate employees and investigates the connection between employee motivation and organizational effectiveness in Energo Engineering Project Limited.

1.5 NEED FOR THE STUDY

Motivation is what energizes, maintains, and controls behaviour. As such, it is clear why it plays an important role in the workplace. But empirically measuring that role is another matter; it is challenging to capture an individual's drive in quantitative metrics in order to ascertain the degree to which higher motivation is responsible for higher productivity. However, it is widely accepted that motivated employees generate higher value and lead to more substantial levels of achievement. The management of motivation is therefore a critical element of success in any business; with an increase in productivity, an organization can achieve higher levels of output.

1.6 OBJECTIVES

The main objective of the study is to analyse the impact of employees' motivation on organizational effectiveness.

- To identify and analyse the employees motivational techniques adopted by Energo Engineering Project Ltd.
- To analyse the relationship between employees motivation and organizational effectiveness.
- To identify and analyse whether motivation lead to higher performance and productivity.
- To find out the problem of hindering the success of the employees motivation.

1.7 SCOPE OF THE STUDY

The study on Impact of Employee Motivation on Organizational Effectiveness is done to evaluate the Effectiveness of a current system and thus the future needs of individual employee motivation at Energo Engineering Projects Limited can be identified. The scope of the study can be identified below;

To the researcher

This study will help the researcher to know how to evaluate the effectiveness of employee motivation very clearly based on the tools. Thereby helping the researcher to have a better idea of the entire concept and help in interpreting and give better suggestions to improvise the weak areas.

To the respondents

This study will help the respondents to find how effective is the employee motivation as to find the current and the future development needs of individual. With the help of this study the employees can arrive at a conclusion.

1.8 LIMITATIONS OF THE STUDY

The limitations of the study are the following

- The data was collected through questionnaire. The responds from the respondents may not be accurate
- Since the organization has strict control, it acts as another barrier for getting data.
- Another difficulty was very limited time-span of the project.

CHAPTER II

REVIEW OF LITERATURE

A literature review is a body of text that aims to review the critical points of current knowledge on a particular topic. A good literature review is characterized by a logical flow of ideas, and an unbiased and comprehensive view of the previous research on the topic. Around twenty reviews are discussed in this chapter.

Omar K Bhatti , Uzma S Aslam , Arif Hassan , Mohamed Sulaiman , (2016) in their study "Employee motivation an Islamic perspective" aims to provide an understanding of employee motivation from the Islamic perspective. The study stated that Islamic motivation and to explore if Islamic spirituality, punishment and reward and justice motivate Muslim employees. Qualitative research approach was used to understand and examine the views of the respondents. It concludes that the conventional viewpoint of motivation varies from Islamic viewpoint in regard to motivation of employees. And significantly, Islamic spirituality, reward and punishment, and justice act more compellingly in improving employee's motivation. This paper clearly highlights that the Western viewpoint of employee motivation is different as compared to the Islamic perspective.

Jurgita Lazauskaite-Zabielske , Ieva Urbanaviciute , Dalia Bagdziuniene , (2015) in their paper "The role of prosocial and intrinsic motivation in employees citizenship behaviour" states that the role of prosocial and intrinsic motivation and their interaction in predicting employees organizational citizenship behaviour and its dimensions. In total, 884 employees from Lithuanian public sector were surveyed. This study contributes to investigation of motivational antecedents of OCB by revealing the importance of prosocial and intrinsic motivation in predicting employees' citizenship behaviour.

Vinay Chaitanya Ganta, (2014) in the article "Motivation in the workplace to improve the employee performance" explains that the most employees need motivation to feel good about their jobs and perform optimally. Some employees are motivated while others find recognition and rewards personally motivating. Motivation levels within the workplace have a direct impact of employee productivity. In this paper we would like to emphasis on the importance of motivating in the workplace to improve the employee performance and productivity. The result of this study is that the

manager's duties in today's corporate world are multi-faceted. They must know how their people think and what makes them do so. Making sure managers are aware of this psychology is the job of the human resource department. Practical ways of applying these theories to real people will be considered.

Chukwnwa.EdwinMaduka, (2014) in the article "Effect of motivation on Employee Productivity: A study of Manufacturing companies in Nnewi" aimed at looking into the importance of motivation in the management of people at work, no system moves smoothly without it, and no organization achieve its objective without motivating its human resource. The study recommended that increase in salary via promotion; overtime allowance and holiday with pay should be used as motivational tools. The findings of the study that the effect of motivation on employee productivity is of paramount important to the organization. Meanwhile, for the workers to be motivated, the management must possess good quality and personal value which will help them to identify those things that motivate their staff and apply them properly.

Hashim zameer, shehzad ali, waqar Nisar, (2014) in their paper "The impact of the motivation on the employee's performance in Beverage Industry of Pakistan" examines the impact of employee motivation on employees performance of beverage industry of Pakistan. The data for present study has been collected from five major cities of Pakistan using structured questionnaire. The results further suggested that the motivation in beverage industry of Pakistan can significantly influence performance of employees. We can say that if top management put their focus upon motivation of employees then it will leaders towards a positive increase in employee's performance.

Dr.Mohammed S.Chowdhury, Dr.Zahural alam, Mrs.Sharmeen Ahmed, (2014) in their paper "Understanding Employee Motivation: The case of Non-teaching staff of a Public University" identify the motivation factors for Non-teaching staff of a public university in Bangladesh. Further, it examined ranked importance of certain factors in motivating non-teaching staff of a public university of Bangladesh. The findings suggested that the idea what motivates employees differed given the context in which employee worked. What was clear, however, was that employees ranked pay as the most important motivational factor followed by full appreciation of work well done.

Edwinah Amah, Augustine Ahiauzu, (2013) in their paper "Employee involvement and organizational effectiveness" states that employee involvement influences organizational effectiveness

and to examine the extent to which employee involvement influences profitability, productivity, and market share. The findings of the study explains that provides increased understanding, prediction, and appreciation of human behaviour. It will also help to alert managers to the implications of cultivating a culture of employee involvement that can serve as a competitive advantage. The study will be a challenge to further research because of its findings.

Antonios Panagiotakopoulos, (2013) in his paper "The impact of employee learning on staff motivation in Greek small firms: the employees perspective" try to understand the main motivational forces, from the employees point of view, that direct staff behaviour in small firms within a country that suffers from a severe financial crisis. The finding of the study explains that the changing nature of the international business environment has placed an increasing emphasis on the importance of effective human resource practices for firm success, including the importance of the “psychological contract” (i.e. the perceptions of the employee and employer of what their mutual informal obligations are towards each other) within the employment relationship.

Masood Asim, (2013) in his paper “Impact of Motivation on Employee Performance with Effect of training: Specific to educational Sector of Pakistan” states that the impact of motivational level among the employee performance with the mediating of the training needed in the Pakistani universities. In the model we taking motivation as an independent variable and training taking as mediating variable and employee performance as dependent variable. In the education sector motivation play positive results in the performance as well as motivation increase as well as employee performance is increase. The findings indicated rewards increase the motivation levels and progressively maintain the standard to increase it and also highlighted the features through employee training and cover all the quantitative as well as qualitative factors.

Dr.S.K.Agarwal, Ms.SwathiAgarwal, (2013) in the article “Motivation: An Important Key to Improve Employees Performance” examines how an understanding of employee motivation and motivational techniques can help managers increase employee performance and improvement in the quality of the organisation as well. An employee must be motivated towards his roles and work in an organization. It concludes that good management a motivating and constructive environment must prevail which is sincerely and promisingly working for achieving both individual and organizational

needs. It is always the result of the intelligent efforts made by the organization so as to improve the overall of the organisation.

Ukaejiofo rex uzonna, (2013), in the article “Impact of motivation on employees performance: A case study of Credit West Bank Cyprus” states that motivation of employees in the organization. If efficient motivational programmes of employees are made not only in this particular organization but also in any other organization, the organizations can achieve this efficiency also to develop a good organizational culture and the attainment of organisational goals at large. This study concludes that managers need to provide growth opportunity and challenging jobs in order to better motivate today’s workers. The best performance of employees, growth opportunities and challenges, recognition and non-cash rewards and more effective than money.

Wanjau Mary Ngima, Joanes Kyongo, (2013) in their article “Contribution of Motivational Management to Employee Performance” states that the relationship between motivation and performance is a universal concern and is often talked about but many organizations do not make concrete efforts. The researchers interviewed the senior managers and also spent a day in the organizations premises observing the workers as they worked and interacted with one another. This study concludes that the researchers intends to create awareness on the importance of designing and maintaining an environment that is stress free and an environment that is conducive for optimum employee performance. The research was then conclude by indicating areas of improvement and recommending management methods that enhance the employee motivation that leads to increased employee performance.

Aworemi, Joshuaremi, and (2011) in his article “An Empirical study of the motivational factors of employees in Nigeria” suggest that good working condition, interesting work, and good pay are the key factors to higher employee motivation and will help the employee identify, recruit, employee, train, and retain a productive workforce. Finally, concludes this study has confirmed the importance of motivational factors in getting the best from the employees. Lastly, this study however recommends that employers should endeavour to know what motivates their employees and incorporate them into the reward system.

Xin Jiang, (2010) in the article “How to Motivate People Working in Teams” focuses on the benefits of teamwork. It explore how to motivate people working in teams and includes secondary research to

gather data and add to existing knowledge. This article concludes with suggestions for improving team performance by improving motivation. These include objective-based team training, voluntarily formed teams, teams-based leadership and communicate system. As far future research is concerned, motivation methods in cross-cultural situations might be a valuable area for the further research.

Quratul-Ainmanzoor, (2010) in his article “Impact of employee motivation on organizational effectiveness” focus to identify the factors that effects employee motivation and examining the relationship between organizational effectiveness and employee motivation, which leads to organizational effectiveness and it is used to analyse the impact of employee motivation on organizational effectiveness. The result of the study shows that there exists significant positive correlation between employee motivation and organizational effectiveness.

Prashant singh, (2010) in his article “Increasing productivity with motivation in the workplace” suggest that the success of every organization is dependent upon the employee’s work performance, loyalty, commitment etc. The best way to ensure employees commitment and loyalty is motivation. If employees are fully satisfied with their job and highly motivated then work performance efficiency and productivity level increase. Suggestions to increase productivity and managing quality through effective motivation and also given particularly in the workplace. It concluded that the most researches proved that there is a positive relationship between motivation and productivity. More motivated employees are more productivity, more loyal and more committed. The employees were positively affected by towards higher productivity with the provision of job security, salary fixation, reward for good work, recognition etc. It is suggested that in order to motivate employees, a specially tailored compensation plan would be more effective. The manager must understand the nature of employees behaviour and how best to motivate them so that they work willingly and effectively.

Alexandros G. Sahinidis, John Bouris, (2008) in their article "Employee perceived training effectiveness relationship to employee attitudes" investigate the relationship between perceived employee training effectiveness and job satisfaction, motivation and commitment. The results of the study provide support to the hypotheses proposed, indicating that there is a significant correlation between the employee perceived training effectiveness and their commitment, job satisfaction and motivation.

Rune Bjerke, Nicholas Ind, Donatella De Paoli, (2007) in their article "The impact of aesthetics on employee satisfaction and motivation" states that the impact of aesthetics on employee satisfaction and motivation. The paper is based on organizational aesthetics and organizational culture theory and interviews with employees at Norwegian telecommunications company Telenor – a significant investor in art, design and architecture. This paper concludes that they have enabled the creation of a matrix with four different categories defined by the degree of financial investments in art, design and architecture and the extent of investments in activities engaging employees. A conceptual model is proposed that identifies possible connections between aesthetics and employee performance.

Andreas Hartmann, (2006) in his paper "The role of organizational culture in motivating innovative behaviour in construction firms" explores that organizational culture plays a critical role in motivating innovative behaviour, as it can create commitment among members of an organization. This paper reports on addresses the motivational aspects of the relationship between culture and innovation in construction firms. Specifically, it focuses on those managerial actions through which the importance of innovation may be communicated and innovation-related behaviour may be induced and reinforced. It is concluded that a culture that motivates new solutions and innovative improvements in particular first of all prevents ideas from getting lost in daily business and within the organization. Giving immediate feedback, providing communication channels for implicit knowledge, allowing for autonomous work and task identity, initiating innovation projects and using a comprehensive reward and incentive system are appropriate managerial actions in this regard.

Stan Davis, James M. Kohlmeyer (2005), in their paper "The Impact of Employee Rank on the Relationship between Attitudes, Motivation, and Performance" states that effect of employee rank has on attitudes and performance where supervisors establish budgeted standards of performance. Our findings indicate the impact of attitudes on performance is moderated by the rank of the employee within the organization. We find lower ranked employees within the organization performed better when they felt the process for establishing their performance standards was fair. For employees in higher ranking positions, the motivation associated with feedback on their performance was a factor in determining performance, while the degree to which they felt the process for establishing standards was fair was not.

Matthew H. Roy, Sanjiv S. Dugal, (2005) in their paper "Using employee gain sharing plans to improve organizational effectiveness" provides a general model of factors that determine whether a particular gain sharing effort will increase organizational effectiveness. The study explains that gain sharing can be an important and successful intervention for many organizations. The keys to success are involving all stakeholders in the development of the plan, developing an easy to understand formula for sharing gains, maintaining transparency, and ensuring that the plan's goals are in line with the organization's goals.

Maryam T. Abbah, (2000) in his paper "Employee Motivation: The key to Effective Organizational management in Nigeria" explores the indispensability of employee motivation in effective organizational management. It also identifies and explains the factors that affect employee motivation, the benefits of employee motivation in Nigerian organizations, some theories of motivation and the significant link between effective organizational management and employee motivation in Nigerian organizations, both the public and private sector. This paper concludes that employee motivation is an intricate and sophisticated subject; however, contemporary managers must face and deal with it obtain organizational success. To enhance understanding of employee motivation, managers must recognize the imperativeness of employee motivation, its concepts, and difference in individual success.

Steven W. Pool, (2000) in his paper "The learning organization: motivating employees by integrating TQM philosophy in a supportive organizational culture", states that development model is developed to measure the constructs of a learning organization. A descriptive study was conducted investigating the relationships of total quality management, organizational culture and their impact upon a learning organization. The study investigated the attributes of a learning organization and its influence upon employee motivation. The results indicate a corporation implementing TQM principles in a supportive organizational culture has a positive and significant relationship with organizational learning compared to those executives not exposed to these constructs. Also, the findings revealed a positive and significant relationship between a learning organization and the motivational level of its business executives.

Christopher Orpen, (1997) in his article "The effects of formal mentoring on employee work motivation, organizational commitment and job performance" examines the effects of a two-year formal mentoring programme in a medium-sized manufacturing company on the work motivation,

organizational commitment and job performance of mentees. The performance of each mentee was given by ratings from their superiors. Significant relations were found between interaction opportunities and both motivation and commitment, and between relationship closeness and both these attitudes. The results suggest that formal mentoring can improve employee attitudes without necessarily raising their performance, at least in the short term.

Carolyn Wiley, (1997) in his paper "What motivates employees according to over 40 years of motivation surveys" explores past and present attitudes of employees concerning work-related motivational factors. Understanding the factors that employees consider motivating lends insight to the rewards to which they more positively respond. Compares the results of four motivation surveys conducted in 1946, 1980, 1986 and 1992. The comparisons reveal that employees' motivational preferences vary over time. In addition, the results of the 1992 survey indicate that the factors that motivate today's workers are more extrinsic than they used to be. Although the study concludes that the monetary rewards communicate what the company values and affect employees' emotional and family wellbeing.

CHAPTER III

RESEARCH METHODOLOGY

The term research refers to the systematic approach concerning generalizations consisting of collection of data/facts, analysing the data and reaching certain conclusions for theoretical formulations. The research methodology is way to systematically solve the research problem along with the logic behind them.

SAMPLE DESIGN

A sample design is a definite plan for obtaining a sample from given population. It refers to the technique or the procedure that researcher would adopt in selecting items for the sample.

Sample Size

The sample chosen to collect data consisted of 80 respondents. The data collected is used for final tabulation and Interpretation.

Sampling Technique

The method of sampling adopted is Stratified Random Sampling. Here, the universe to be sample is subdivided into groups, which are mutually exclusive & include all items in the universe. A simple random sample is then chosen independently from each group.

Research design

A research design is the plan, structure and strategy of investigation concerned so as to answer to research questions and to control variance.

Descriptive research design:

Descriptive studies are those studies, which are concerned with describing the characteristics of a particular individual, or a group. Descriptive research is used in this study, because it will ensure the minimization of the bias and maximization of reliability of data.

METHOD OF DATA COLLECTION

Primary data

Primary data was collected using questionnaire from the people working in Energo Engineering Projects Limited. Coimbatore.

Secondary data

Secondary data has been collected from sources like International Journal of Business and Social Science, Journal of Business and Management Research and International Journal of Human Research studies in order to define the variables to measure the effectiveness of employee motivation.

Type of survey:

A Direct Survey Method was selected for the research because of the following characteristics:

- It's a filed study.
- It seeks response directly from respondents.
- It is conducted in one unit out of two.

TOOLS USED FOR ANALYSIS

- Mean score value
- Percentage analysis.
- Chi – Square test
- ANOVA

SIMPLE PERCENTAGE ANALYSIS

Simple percentage analysis is used by the research for analysing and interpreting the collected data.

$$\text{Simple Percentage Analysis} = \frac{\text{Actual Respondents}}{\text{Total No. of Respondents}} \times 100$$

MEAN SCORE VALUE

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

Score value= No of Respondents x 100

Score value

Mean Score Value = _____

No of Respondents

CHI-SQUARE

A **chi-squared test**, also referred to as χ^2 test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough.

$$X^2 = \sum \frac{(o - e)^2}{e}$$

ANALYSIS OF VARIANCE (ANOVA)

It is a collection of statistical models used to analyse the difference between group means and their associated procedures (such as “variance among and between groups).

$$F = \frac{\text{Variables between the samples}}{\text{Variables between the samples}}$$

CHAPTER IV

ANALYSIS AND INTERPRETATION

Analysis means the computation of certain indices or measure along with searching for patterns of relationship that exists among the data groups. Analysis particularly in case of survey or experimental study, involves estimating the values of unknown parameters of the population and testing of the hypothesis for drawing inferences. Analysis is of descriptive type largely the study of distribution of one variable. Data from various sources are collected, reviewed and the analysed to form some sort of conclusions. Thus analysis is the process of systematically applying the techniques to describe, condense and evaluate data. The data is analysed using percentage analysis, mean score value, and analysis of variance.

After collecting and analysing the data, the researcher has to accomplish the task of interpreting. It is only through interpretation that the researcher can expose relations. In case of hypotheses testing studies, if hypotheses are tested and upheld several times, the research may arrive at generalizations. Interpretation refers to the task of drawing inferences from the collected facts after an analytical and experimental study. It is concerned with relationship within the collected data, partially overlapping analysis. Interpretation also exceeds beyond the data of the study to include the result of other research, theory and hypothesis.

It is through the interpretation that the researcher can well understand the abstract principle that works beneath the finding. Researcher can better be appreciate only through interpreting why his findings are what they are and can make others to understand the real significance of the research findings. Thus interpretation is a device through which the factors that seem too essential to explain what has been absorbed by researcher in the course of study can be better understood and it is also provided a theoretical conception which can serve as a guide for further researches. Interpretation is essential for the simple reason that the usefulness and the utility of research findings lie in the proper interpretation.

DEMOGRAPHIC PROFILE OF THE RESPONDENTS

4.1 AGE OF THE RESPONDENTS

Analysis of personal data reveals with age which is an more important factor, as age increase knowledge, skill and experience also increases. The level of maturity in each individual results in high performance. The table 4.1 shows the age of the respondents

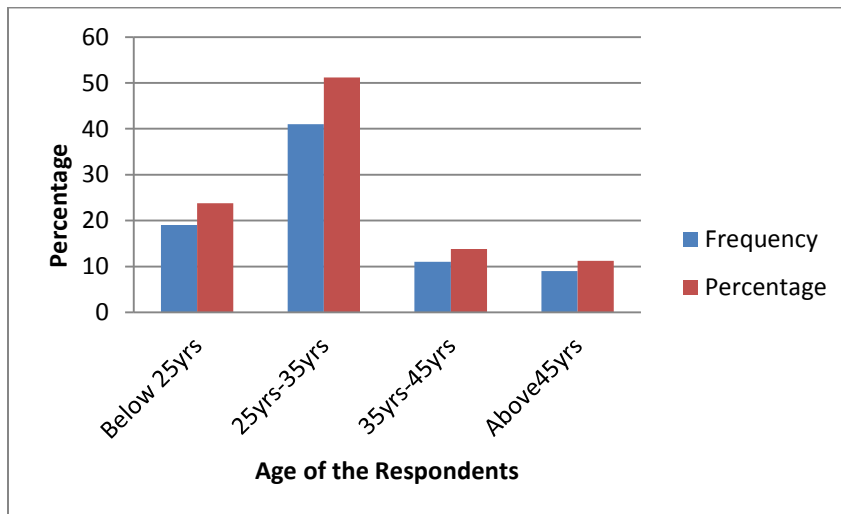
Table 4.1
Age of the Respondents

Age	No of Respondents	Percentage
Below 25yrs	19	23.8
25yrs-35yrs	41	51.2
35yrs-45yrs	11	13.8
Above45yrs	9	11.2
Total	80	100.0

Interpretation

The table reveals that, majority 51.2% of the respondents fall in the age group between 25years – 35years so it is evident that their level of skill and knowledge is also more which leads to organizational effectiveness.

Chart 4.1
Age of the Respondents



4.2 GENDER OF RESPONDENTS

Gender role attitudes are important around the world. It determines the cultural values, roles, beliefs at all levels and also ensures equal participation and also creates a culture that allows men and women to have equally fulfilling careers.

Table 4.2
Gender of Respondents

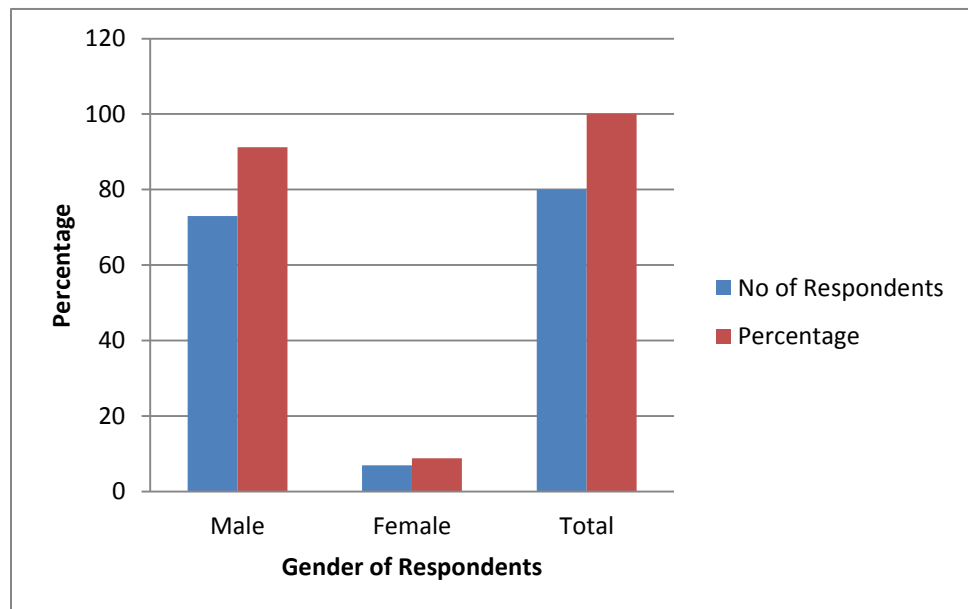
Gender	No of Respondents	Percentage
Male	73	91.2
Female	7	8.8
Total	80	100.0

Interpretation

From the above table, it is found that 91.2% of the respondents are male, where they can cope up easily with their work effectively.

Chart 4.2

Gender of Respondents



4.3 MARITAL STATUS OF THE RESPONDENTS

The marital status of an employee also needs an attention in the organisation. The workers who are married will have a need as they expected to support their families too far for their basic needs.

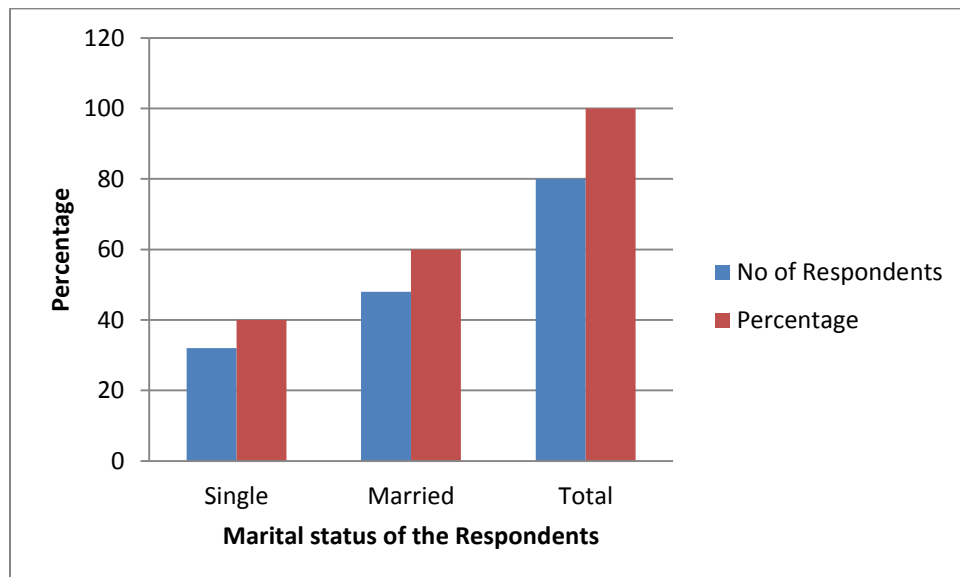
Table 4.3
Marital status of the Respondents

Marital status	No of Respondents	Percentage
Single	32	40.0
Married	48	60.0
Total	80	100.0

Interpretation

From the above table, it is inferred that 60% majority of the workers among the respondents are married there is a great need for them to be compensated well.

Chart 4.3
Marital status of the Respondents



4.4 EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

Education determines the knowledge of employees. Educational qualification is required for an employee's as they perform to increase efficiency and profitability and effectively.

Table 4.4

Educational Qualification of the Respondents

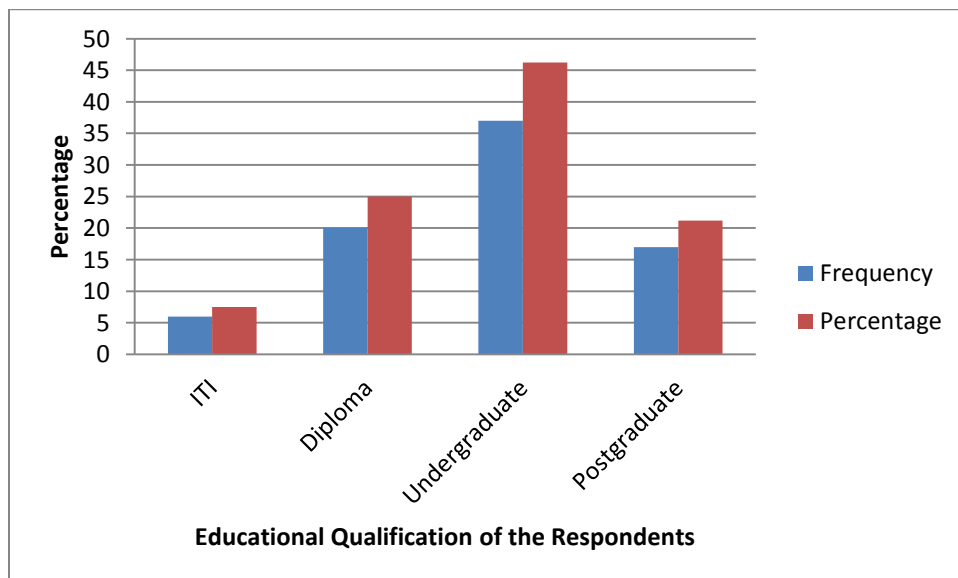
Educational qualification	No of Respondents	Percentage
ITI	6	7.5
Diploma	20	25.0
Undergraduate	37	46.2
Postgraduate	17	21.2
Total	80	100.0

Interpretation

The table 4.4 depicts that most of the employees 46.2% are qualified undergraduate as education and plays an important role in acquiring knowledge. There is a need for training and development in the organizational to perform effectively.

Chart 4.4

Educational Qualification of the Respondents



4.5 WORK EXPERIENCE OF THE RESPONDENTS

The longer an employee has remained on a job the more successful he/she is considered. Experience people have more knowledge about their organisation and they can perform the work more accurately to the company's standards.

Table 4.5

Work experience of the Respondents

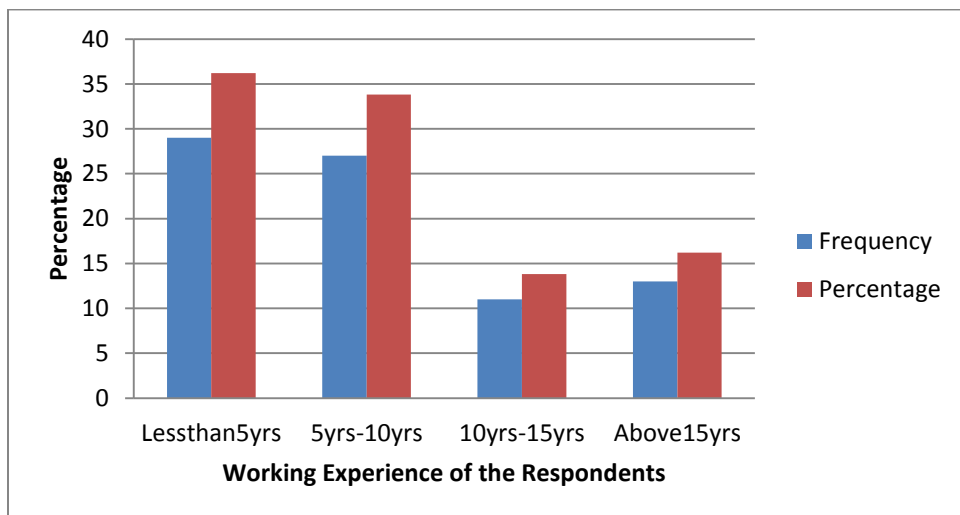
Work experience	No of Respondents	Percentage
Lessthan5yrs	29	36.2
5yrs-10yrs	27	33.8
10yrs-15yrs	11	13.8
Above15yrs	13	16.2
Total	80	100.0

Interpretation

From the above table, it is inferred that 36.2% of the respondents have an experience in less than 5 years. It improves the skills of the employees which help to gain knowledge through their experience. Once the employees his service of 5 years then they said to be skilled worker.

Chart 4.5

Working experience of the Respondents



4.6 MONTHLY INCOME OF THE RESPONDENTS

Income level of employees is considered because when employees are paid less it need to be considered by other means in order to improve their effectiveness in organization.

Table 4.6

Monthly income of the Respondents

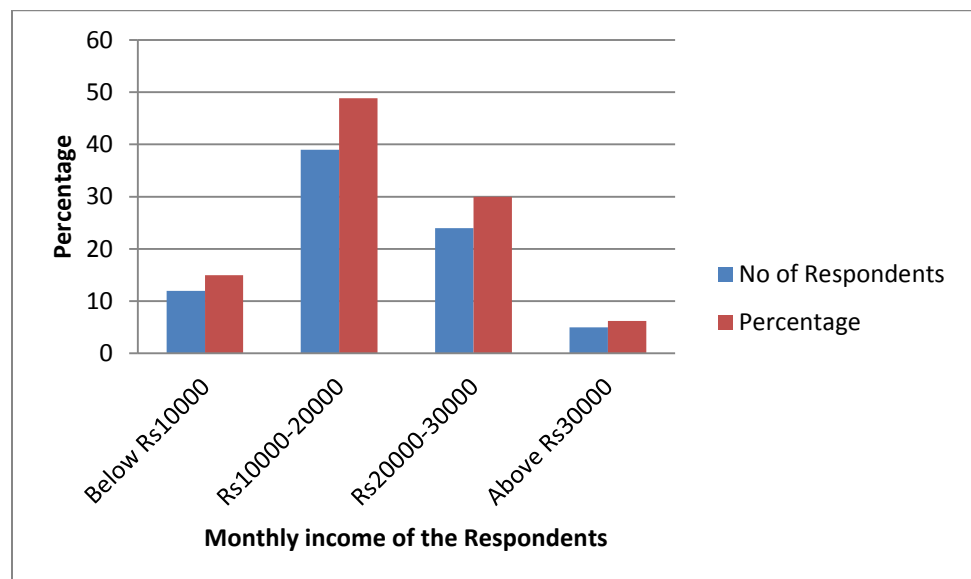
Monthly income	No of Respondents	Percentage
Below Rs10000	12	15.0
Rs10000-20000	39	48.8
Rs20000-30000	24	30.0
Above Rs30000	5	6.2
Total	80	100.0

Interpretation

From the above table, it is inferred that 48.8% of the respondents fall in the income group between Rs10000- 20000. It shows that they need to be compensated for their effectiveness.

Chart 4.6

Monthly income of the Respondents



4.7 JOB ROTATION

It is a technique that assigns trainees to various structures and departments over a period of a few years. Surveys show that an increasing number of companies are using job rotation to train employees.

Table 4.7

The job rotation leads to motivation

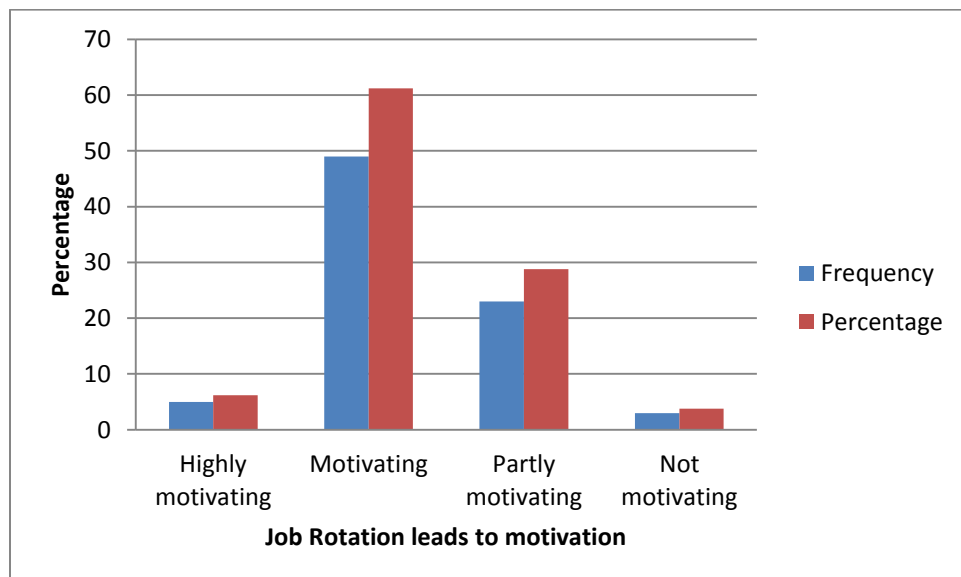
Job rotation	No of Respondents	Percentage
Highly motivating	5	6.2
Motivating	49	61.2
Partly motivating	23	28.8
Not motivating	3	3.8
Total	80	100.0

Interpretation

The table 4.7 depicts that the respondents 61.2% are motivated through job rotation which helps to improve their effectiveness in an organization and 3.8% of the respondents are Not motivating.

Chart 4.7

The job rotation leads to motivation



4.8 NON MONETARY FACTORS

Non-monetary factors tend to come with the promise of an opportunity. It can include time off work, flexible work schedules or even positive changes in the work environment.

Table 4.8

Nonmonetary factors leads to motivation

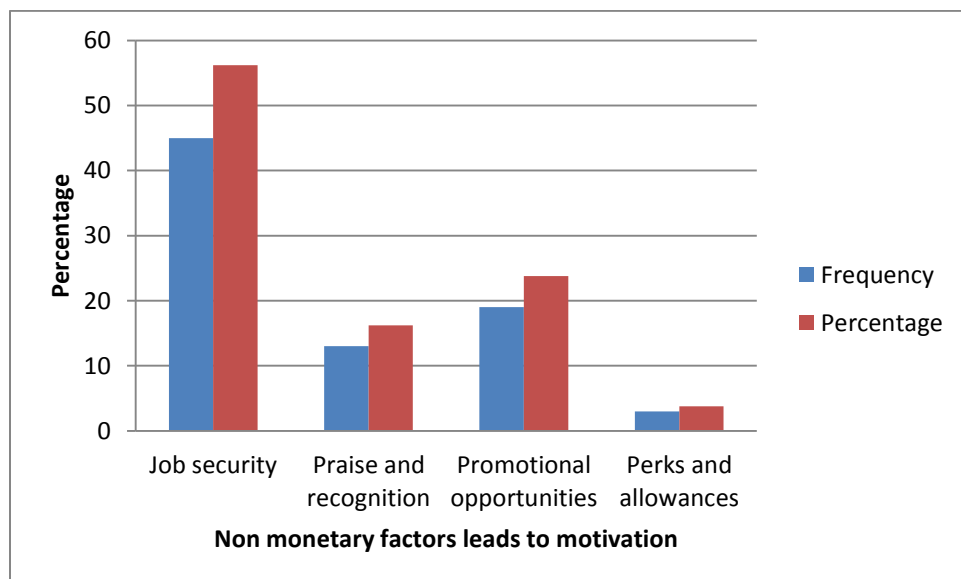
Non-monetary factors	No of Respondents	Percentage
Job security	45	56.2
Praise and recognition	13	16.2
Promotional opportunities	19	23.8
Perks and allowances	3	3.8
Total	80	100.0

Interpretation

From the above table, it is inferred that 56.2% of the respondents felt that they are motivated in non-monetary factors of job security. It helps to motivate the employees to work which can be used to enhance their work effectively.

Chart 4.8

Nonmonetary factors leads to motivation



4.9 INDIVIDUAL PERFORMANCE

The job related activities expected of a worker and how well those activities were executed. It is all about aligning the organisational objectives with the employees agreed measures, skills, competency requirements, developing plans and deliver of results.

Table 4.9

Individual performance leads to motivation

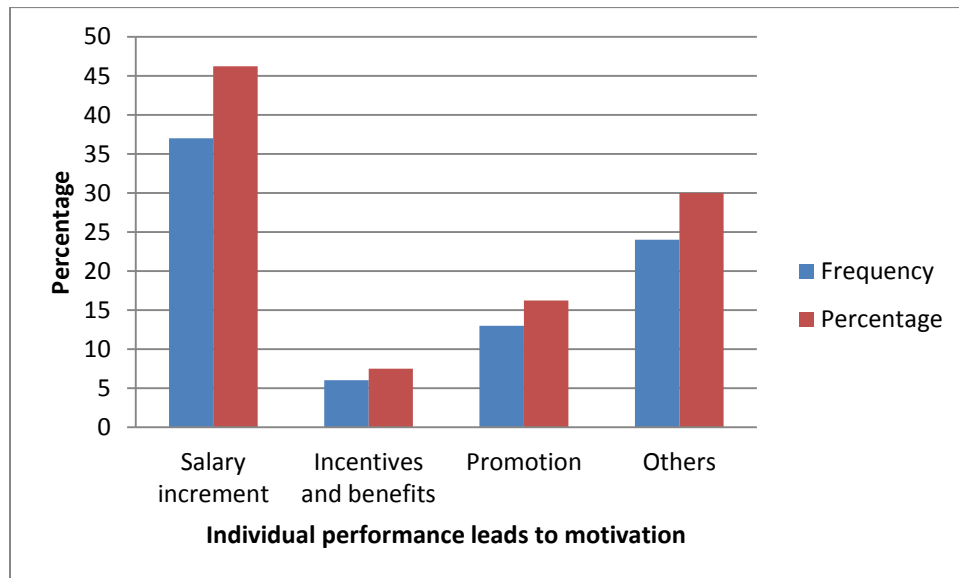
Individual performance	No of Respondents	Percentage
Salary increment	37	46.2
Incentives and benefits	6	7.5
Promotion	13	16.2
Others	24	30.0
Total	80	100.0

Interpretation

From the above table, it is inferred that 46.2% of the respondents felt that they are motivating through salary increment of individual performance. It helps to improve their job performance effectively in an organization when their jobs are enhanced.

Chart 4.9

Individual performance leads to motivation



4.10 OVERALL EFFECTIVENESS OF EMPLOYEE MOTIVATION

Employee motivation plays a major role in achieving high level of satisfaction among the all customers. It helps to increase overall business performance and positive relationship between employee motivation and organizational effectiveness.

Table 4.10

Overall Effectiveness of Employee Motivation

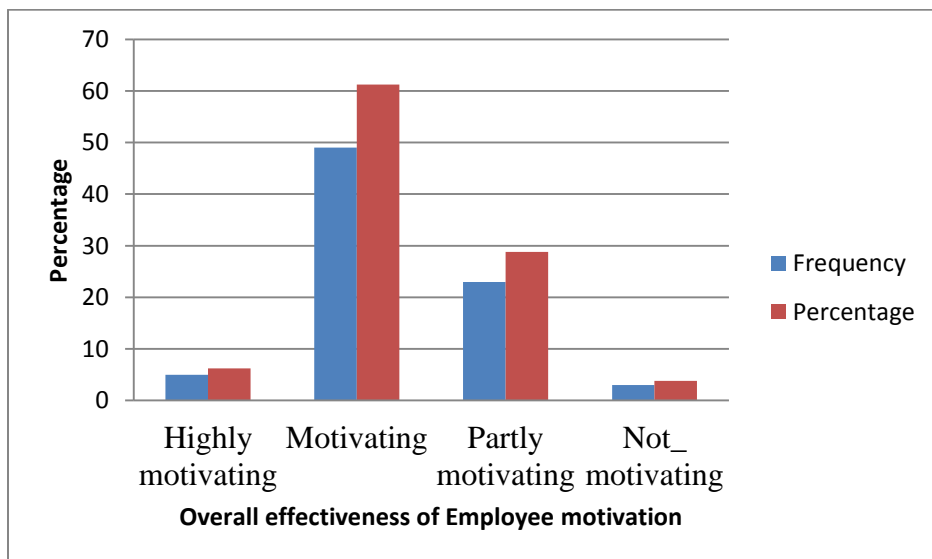
Effectiveness	No of respondents	Percentage
Highly motivating	5	6.2
Motivating	49	61.2
Partly motivating	23	28.8
Not_ motivating	3	3.8
Total	80	100.0

Interpretation

From the above table, it is inferred that 61.2% of the respondents felt that they are motivating in an organization. It improves their skills, knowledge and ability of the employees through motivation to achieve their organizational effectiveness.

Chart 4.10

Overall Effectiveness of Employee Motivation



4.11 WORKING CONDITION OF THE RESPONDENTS

Employees have to be able to do their work in a healthy and safe environment. It should cover a broad range of topics and issues, from working time to remuneration, as well as the physical conditions and mental demands that exist in the workplace.

TABLE 4.11
WORKING CONDITION

Working condition	N	Mean	Std. Deviation
Good working condition	80	4.26	0.611
Team Spirit	80	3.90	0.773
Relationship with Co-workers	80	4.44	0.653
Working Hours	80	4.24	0.680
Good Salary	80	3.83	0.938
Current Policies	80	3.22	0.914
Working Environment	80	3.91	0.830
Personality Development Classes	80	2.79	1.155

Interpretation

From the table 4.11 it is inferred that majority of users felt good relationship with co-workers 4.44(0.653) and good working condition 4.26(0.611). The majority of the respondents felt that Good relationship with co-workers and Good working condition through Working condition. But few respondents felt that they are personality development class 2.79(1.155) should be develop to improve employee motivation to achieve an organizational effectiveness.

CHI-SQUARE TEST

It is used to test the goodness of fit of distribution. It is used to find the significance of the difference between the observed frequency and they expected frequency obtained from the theoretical distribution.

TEST 1:

H0: There is no significant relationship between experience of the employees with all motivational techniques.

H1: There is significant relationship between experience of the employees with all motivational techniques.

TABLE 4.12

RELATIONSHIP BETWEEN WORK EXPERIENCE AND MOTIVATIONAL TECHNIQUES

MOTIVATIONAL FACTORS	CHI SQUARE VALUE	DF	ASYM.SIG (2-SIDED)	HYPOTHESIS
Satisfaction	10.182	9	0.336	H0 accepted
Remuneration	4.622	9	0.866	H0 accepted
Encouraging	11.893	12	0.454	H0 accepted
Risk tolerance	9.428	12	0.666	H0 accepted
Promotions	7.832	12	0.798	H0 accepted
Number of service	9.429	12	0.666	H0 accepted
Future education	2.880	6	0.824	H0 accepted
Special allowance	12.880	6	0.024	H0 rejected
Closely monitored	2.880	6	0.824	H0 accepted
Training opportunities	14.978	12	0.243	H0 accepted
Achieving needs	12.337	9	0.195	H0 accepted
Job Independency	3.820	9	0.160	H0 accepted

Interpretation

From the above table it is clear that all the 11 parameter are greater than 0.05, hence it is accepted. But the special allowance, sig value is 0.024 which is less than 0.05 hence the null hypothesis is rejected.

ONE WAY ANOVA BETWEEN JOB MOTIVATION AND ORGANIZATONAL EFFECTIVENESS.

The one way ANOVA has been used to determine whether there are any significant differences between the groups with different monthly income and their opinion on training needs.

Table 4.13

One way ANOVA between Job Motivation and Organizational Effectiveness.

Organizational Effectiveness	Job motivation	N	Mean	F	Sig
Good working Condition	Disagree	1	3.00	4.234	0.008
	Neutral	9	3.78		
	Agree	55	4.33		
	Strongly Agree	15	4.40		
	Total	80	4.26		
Team Spirit	Disagree	1	2.00	10.718	0.000
	Neutral	9	3.11		
	Agree	55	3.91		
	Strongly Agree	15	4.47		
	Total	80	3.90		
Relationship with Co-workers	Disagree	1	2.00	6.439	0.001
	Neutral	9	4.33		
	Agree	55	4.44		
	Strongly Agree	15	4.67		
	Total	80	4.44		
Working Hours	Disagree	1	3.00	1.430	0.240
	Neutral	9	4.22		
	Agree	55	4.22		
	Strongly Agree	15	4.40		
	Total	80	4.24		
Good Salary	Disagree	1	2.00	3.713	0.150
	Neutral	9	3.11		
	Agree	55	3.95		
	Strongly Agree	15	3.93		
	Total	80	3.82		

Current Policies	Disagree	1	3.00	2.117	0.105
	Neutral	9	2.56		
	Agree	55	3.27		
	Strongly Agree	15	3.47		
	Total	80	3.22		
Working Environment	Disagree	1	2.00	3.205	0.028
	Neutral	9	3.67		
	Agree	55	3.89		
	Strongly Agree	15	4.27		
	Total	80	3.91		
Personality Development Classes	Disagree	1	3.00	0.929	0.431
	Neutral	9	2.33		
	Agree	55	2.76		
	Strongly Agree	15	3.13		
	Total	80	2.79		

H0: There is no significant difference between among the groups with motivation and their opinion on the organizational effectiveness.

H1: There is significant difference between among the groups with motivation and their opinion on the organizational effectiveness.

Interpretation

In the analysis of one way ANOVA the independent variable is job motivation and the dependent variable is organizational effectiveness. In order of importance of parameters in the job motivation identifying the organizational effectiveness has taken into consideration and ranked at the first position. Additionally, in order to determine the primary objective of the study to evaluate the organizational effectiveness, the hypothesis have been developed and the means between and within the groups of different motivation have been compared with organizational effectiveness to determine whether any of those means are significantly different each other.

From the above table 4.13 significant value found to be less than 0.05. The significant difference has been found in the feedback received with the value of less than 0.05.

This shows that the null hypothesis (H_0) is rejected i.e., Good working condition, Team spirit, Relationship with co-workers, Working Environment. Therefore it is clear that there is difference between job motivation and organizational effectiveness.

Table 4.14

One way ANOVA between Job Motivation and Organizational Effectiveness.

Organizational Effectiveness	Job motivation	N	Mean	F	Sig
Good working Condition	Disagree	1	3.00	6.215	0.001
	Neutral	17	3.94		
	Agree	47	4.28		
	Strongly Agree	15	4.67		
	Total	80	4.26		
Team Spirit	Disagree	1	2.00	10.328	0.000
	Neutral	17	3.35		
	Agree	47	3.96		
	Strongly Agree	15	4.47		
	Total	80	3.90		
Relationship with Co-workers	Disagree	1	2.00	7.319	0.000
	Neutral	17	4.24		
	Agree	47	4.49		
	Strongly Agree	15	4.67		
	Total	80	4.44		
Working Hours	Disagree	1	3.00	2.593	0.059
	Neutral	17	4.06		
	Agree	47	4.23		
	Strongly Agree	15	4.53		
	Total	80	4.24		
Good Salary	Disagree	1	2.00	3.826	0.013
	Neutral	17	3.35		
	Agree	47	3.94		
	Strongly Agree	15	4.13		
	Total	80	3.82		
Current Policies	Disagree	1	3.00	0.551	0.649
	Neutral	17	3.06		
	Agree	47	3.21		
	Strongly Agree	15	3.47		
	Total	80	3.22		

Working Environment	Disagree	1	2.00	2.014	0.119
	Neutral	17	3.82		
	Agree	47	3.98		
	Strongly Agree	15	3.93		
	Total	80	3.91		
Personality Development Classes	Disagree	1	3.00	0.268	0.848
	Neutral	17	2.59		
	Agree	47	2.87		
	Strongly Agree	15	2.73		
	Total	80	2.79		

H0: There is no significant difference between among the groups with remain in the company and their opinion on the organizational effectiveness.

H1: There is significant difference between among the groups with remain in the company and their opinion on the organizational effectiveness.

Interpretation

In the analysis of one way ANOVA the independent variable is that feel the urge to remain with the company and the dependent variable is organizational effectiveness. In order of importance of parameters in the job motivation identifying the organizational effectiveness has taken into consideration and ranked at the first position. Additionally, in order to determine the primary objective of the study to evaluate the organizational effectiveness, the hypothesis have been developed and the means between and within the groups of different opinion of stay with the company have been compared with organizational effectiveness to determine whether any of those means are significantly different each other.

From the above table significant value found to be less than 0.05. The significant difference has been found in the feedback received with the value of less than 0.05. This shows that the null hypothesis (H0) is rejected i.e., Good working condition, Team spirit, Relationship with co-workers, Good salary. Therefore it is clear that there is difference between stay with the company and organizational effectiveness.

Table 4.15

One way ANOVA between Job Motivation and Organizational Effectiveness.

Organizational Effectiveness	Job motivation	N	Mean	F	Sig
Good working Condition	Disagree	3	3.33	9.532	0.000
	Neutral	4	3.75		
	Agree	44	4.14		
	Strongly Agree	29	4.62		
	Total	80	4.26		
Team Spirit	Disagree	3	2.00	9.055	0.000
	Neutral	4	3.50		
	Agree	44	3.95		
	Strongly Agree	29	4.07		
	Total	80	3.90		
Relationship with Co-workers	Disagree	3	3.67	6.769	0.000
	Neutral	4	4.00		
	Agree	44	4.30		
	Strongly Agree	29	4.79		
	Total	80	4.44		
Working Hours	Disagree	3	4.00	1.486	0.225
	Neutral	4	4.50		
	Agree	44	4.11		
	Strongly Agree	29	4.41		
	Total	80	4.24		
Good Salary	Disagree	3	3.00	4.603	0.005
	Neutral	4	3.00		
	Agree	44	3.68		
	Strongly Agree	29	4.24		
	Total	80	3.82		
Current Policies	Disagree	3	2.00	3.064	0.033
	Neutral	4	2.75		
	Agree	44	3.41		
	Strongly Agree	29	3.14		
	Total	80	3.22		

Working Environment	Disagree	3	3.33	0.576	0.632
	Neutral	4	3.75		
	Agree	44	3.93		
	Strongly Agree	29	3.97		
	Total	80	3.91		
Personality Development Classes	Disagree	3	2.00	2.566	0.061
	Neutral	4	3.25		
	Agree	44	3.05		
	Strongly Agree	29	2.41		
	Total	80	2.79		

H0: There is no significant difference between among the groups with needs of tools and resources and their opinion on the organizational effectiveness.

H1: There is significant difference between among the groups with needs of tools and resources and their opinion on the organizational effectiveness.

Interpretation

In the analysis of one way ANOVA the independent variable is that needs of tools and resources with the company and the dependent variable is organizational effectiveness. In order of importance of parameters in the needs of tools and resources with the company identifying the organizational effectiveness has taken into consideration and ranked at the first position. Additionally, in order to determine the primary objective of the study to evaluate the organizational effectiveness through the impact of employee motivation on organizational effectiveness of the system is evaluated, the hypothesis have been developed and the means between and within the groups of different opinion of needs of tools and resources with the company have been compared with organizational effectiveness to determine whether any of those means are significantly different each other.

From the above table significant value found to be less than 0.05. The significant difference has been found in the feedback received with the value of less than 0.05.

This shows that the null hypothesis (H0) is rejected i.e., Good working condition, Team spirit, Relationship with co-workers, Good salary. Therefore it is clear that there is difference between needs of tools and resources with the company and organizational effectiveness.

Table 4.16

One way ANOVA between Job motivation and Organizational Effectiveness

Organizational Effectiveness	Job motivation	N	Mean	F	Sig
Good working Condition	Disagree	1	3.00	4.512	0.006
	Neutral	5	4.00		
	Agree	36	4.11		
	Strongly Agree	38	4.47		
	Total	80	4.26		
Team Spirit	Disagree	1	2.00	4.343	0.007
	Neutral	5	3.60		
	Agree	36	3.75		
	Strongly Agree	38	4.13		
	Total	80	3.90		
Relationship with Co-workers	Disagree	1	2.00	11.755	0.000
	Neutral	5	3.80		
	Agree	36	4.33		
	Strongly Agree	38	4.68		
	Total	80	4.44		
Working Hours	Disagree	1	3.00	2.198	0.095
	Neutral	5	3.80		
	Agree	36	4.22		
	Strongly Agree	38	4.34		
	Total	80	4.24		
Good Salary	Disagree	1	2.00	2.009	0.120
	Neutral	5	3.80		
	Agree	36	3.69		
	Strongly Agree	38	4.00		
	Total	80	3.82		
Current Policies	Disagree	1	3.00	0.177	0.911
	Neutral	5	3.20		
	Agree	36	3.31		
	Strongly Agree	38	3.16		
	Total	80	3.22		

Working Environment	Disagree	1	2.00	2.334	0.081
	Neutral	5	4.20		
	Agree	36	3.83		
	Strongly Agree	38	4.00		
	Total	80	3.91		
Personality Development Classes	Disagree	1	3.00	1.057	0.373
	Neutral	5	3.20		
	Agree	36	2.97		
	Strongly Agree	38	2.55		
	Total	80	2.79		

H0: There is no significant difference between among the groups with Supervisor treats people with respect and their opinion on the organizational effectiveness.

H1: There is significant difference between among the groups with supervisor treats people with respect and their opinion on the organizational effectiveness.

Interpretation

In the analysis of one way ANOVA the independent variable is supervisor treats people with respect in the company and the dependent variable is organizational effectiveness. In order of importance of parameters is that supervisor treats people with respect in the company identifying the organizational effectiveness has taken into consideration and ranked at the first position. Additionally, in order to determine the primary objective of the study to evaluate the organizational effectiveness, the hypothesis have been developed and the means between and within the groups of different opinion of supervisor treats people with respect in the company have been compared with organizational effectiveness to determine whether any of those means are significantly different each other.

From the above table significant value found to be less than 0.05. The significant difference has been found in the feedback received with the value of less than 0.05.

This shows that the null hypothesis (H0) is rejected. Therefore, it is clear that there is difference between supervisor treats people with respect in the company and organizational effectiveness.

Table 4.17

One way ANOVA between Job Motivation and Organizational Effectiveness.

Organizational Effectiveness	Job motivation	N	Mean	F	Sig
Good working Condition	Disagree	5	3.40	9.378	0.000
	Neutral	43	4.19		
	Agree	32	4.50		
	Strongly Agree	80	4.26		
	Total	5	3.20		
Team Spirit	Disagree	43	3.86	2.953	0.058
	Neutral	32	4.06		
	Agree	80	3.90		
	Strongly Agree	5	3.60		
	Total	43	4.42		
Relationship with Co-workers	Disagree	32	4.59	5.639	0.005
	Neutral	80	4.44		
	Agree	5	3.40		
	Strongly Agree	43	4.19		
	Total	32	4.44		
Working Hours	Disagree	80	4.24	5.974	0.004
	Neutral	5	3.00		
	Agree	43	3.60		
	Strongly Agree	32	4.25		
	Total	80	3.82		
Good Salary	Disagree	5	3.40	7.446	0.001
	Neutral	43	3.14		
	Agree	32	3.31		
	Strongly Agree	80	3.22		
	Total	5	3.40		
Current Policies	Disagree	43	3.86	0.420	0.658
	Neutral	32	4.06		
	Agree	80	3.91		
	Strongly Agree	5	3.20		
	Total	43	2.77		

Working Environment	Disagree	32	2.75	1.584	0.212
	Neutral	80	2.79		
	Agree	5	3.40		
	Strongly Agree	43	4.19		
	Total	32	4.50		
Personality Development Classes	Disagree	80	4.26	0.336	0.715
	Neutral	5	3.20		
	Agree	43	3.86		
	Strongly Agree	32	4.06		
	Total	80	3.90		

H0: There is no significant difference between among the different groups work effectively across departments and their opinion on the organizational effectiveness.

H1: There is significant difference between among the different groups work effectively across departments and their opinion on the organizational effectiveness.

Interpretation

In the analysis of one way ANOVA the independent variable is work effectively across department and the dependent variable is organizational effectiveness. In order of importance of parameters is work effectively across departments identifying the organizational effectiveness has taken into consideration and ranked at the first position. Additionally, in order to determine the primary objective of the study to evaluate the organizational effectiveness, the hypothesis have been developed and the means between and within the groups of different opinion of work effectively across departments have been compared with organizational effectiveness to determine whether any of those means are significantly different each other.

From the above table significant value found to be less than 0.05. The significant difference has been found in the feedback received with the value of less than 0.05.

This shows that the null hypothesis (H0) is rejected i.e., Good working condition, Relationship with co-workers, Good salary, working hours. Therefore it is clear that there is difference between work effectively across departments and organizational effectiveness.

Table 4.18**One way ANOVA between Job Motivation and Organizational Effectiveness.**

Organizational Effectiveness	Job motivation	N	Mean	F	Sig
Good working Condition	Disagree	2	4.50	2.332	0.081
	Neutral	17	4.06		
	Agree	43	4.21		
	Strongly Agree	18	4.56		
	Total	80	4.26		
Team Spirit	Disagree	2	4.50	2.855	0.043
	Neutral	17	3.47		
	Agree	43	3.95		
	Strongly Agree	18	4.11		
	Total	80	3.90		
Relationship with Co-workers	Disagree	2	5.00	2.429	0.072
	Neutral	17	4.12		
	Agree	43	4.47		
	Strongly Agree	18	4.61		
	Total	80	4.44		
Working Hours	Disagree	2	4.50	1.956	0.128
	Neutral	17	4.12		
	Agree	43	4.14		
	Strongly Agree	18	4.56		
	Total	80	4.24		
Good Salary	Disagree	2	3.00	5.147	0.003
	Neutral	17	3.53		
	Agree	43	3.70		
	Strongly Agree	18	4.50		
	Total	80	3.82		
Current Policies	Disagree	2	2.50	1.760	0.162
	Neutral	17	3.18		
	Agree	43	3.12		
	Strongly Agree	18	3.61		
	Total	80	3.22		

Working Environment	Disagree	2	4.00	0.261	0.854
	Neutral	17	3.82		
	Agree	43	3.88		
	Strongly Agree	18	4.06		
	Total	80	3.91		
Personality Development Classes	Disagree	2	1.50	1.215	0.310
	Neutral	17	2.82		
	Agree	43	2.72		
	Strongly Agree	18	3.06		
	Total	80	2.79		

H0: There is no significant difference between among the groups with optimistic about my future success in the company and their opinion on the organizational effectiveness.

H1: There is significant difference between among the groups with optimistic about my future success in the company and their opinion on the organizational effectiveness.

Interpretation

In the analysis of one way ANOVA the independent variable is optimistic about my future success in the company and the dependent variable is organizational effectiveness. In order of importance of parameters is optimistic about my future success in the company identifying the organizational effectiveness has taken into consideration and ranked at the first position. Additionally, in order to determine the primary objective of the study to evaluate the organizational effectiveness, the hypothesis have been developed and the means between and within the groups of different opinion of optimistic about my future success in the company have been compared with organizational effectiveness to determine whether any of those means are significantly different each other.

From the above table significant value found to be less than 0.05. The significant difference has been found in the feedback received with the value of less than 0.05. This shows that the null hypothesis (H0) is rejected. Therefore, it is clear that there is difference between optimistic about my future success in the company and organizational effectiveness.

Table 4.19**One way ANOVA between Job Motivation and Organisational Effectiveness**

Organizational Effectiveness	Job motivation	N	Mean	F	Sig
Good working Condition	Disagree	12	3.83	3.747	0.028
	Neutral	55	4.35		
	Agree	13	4.31		
	Strongly Agree	80	4.26		
	Total	12	3.67		
Team Spirit	Disagree	55	3.87	1.807	0.171
	Neutral	13	4.23		
	Agree	80	3.90		
	Strongly Agree	12	4.17		
	Total	55	4.45		
Relationship with Co-workers	Disagree	13	4.62	1.555	0.218
	Neutral	80	4.44		
	Agree	12	4.08		
	Strongly Agree	55	4.18		
	Total	13	4.62		
Working Hours	Disagree	80	4.24	2.605	0.080
	Neutral	12	3.42		
	Agree	55	3.78		
	Strongly Agree	13	4.38		
	Total	80	3.82		
Good Salary	Disagree	12	3.17	3.751	0.028
	Neutral	55	3.11		
	Agree	13	3.77		
	Strongly Agree	80	3.22		
	Total	12	4.08		
Current Policies	Disagree	55	3.80	2.907	0.061
	Neutral	13	4.23		
	Agree	80	3.91		
	Strongly Agree	12	3.50		
	Total	55	2.51		

Working Environment	Disagree	13	3.31	1.749	0.181
	Neutral	80	2.79		
	Agree	12	3.83		
	Strongly Agree	55	4.35		
	Total	13	4.31		
Personality Development Classes	Disagree	80	4.26	5.836	0.004
	Neutral	12	3.67		
	Agree	55	3.87		
	Strongly Agree	13	4.23		
	Total	80	3.90		

H0: There is no significant difference between among the groups with company leadership is positive to me and their opinion on the organizational effectiveness.

H1: There is significant difference between among the groups with company leadership is positive to me and their opinion on the organizational effectiveness.

Interpretation

In the analysis of one way ANOVA the independent variable is company leadership is positive to me and the dependent variable is organizational effectiveness. In order of importance of parameters in the company leadership is positive to me identifying the organizational effectiveness has taken into consideration and ranked at the first position. Additionally, in order to determine the primary objective of the study to evaluate the organizational effectiveness, the hypothesis have been developed and the means between and within the groups of different opinion of company leadership are positive to me have been compared with organizational effectiveness to determine whether any of those means are significantly different each other.

From the above table significant value found to be less than 0.05. The significant difference has been found in the feedback received with the value of less than 0.05.

This shows that the null hypothesis (H0) is rejected i.e., Good working condition, Good salary and Personality Development classes. Therefore it is clear that there is difference between company leadership is positive to me and organizational effectiveness.

TABLE 4.20

RELATIONSHIP BETWEEN JOB MOTIVATION AND EMPLOYEE PERFORMANCE AND PRODUCTIVITY.

TEST 2:

H0: There is no significant relationship between experience of the employees with all motivational techniques.

H1: There is significant relationship between experience of the employees with all motivational techniques.

EMPLOYEE PERFORMANCE AND PRODUCTIVITY	CHI SQUARE VALUE	DF	ASYM.SIG (2-SIDED)	HYPOTHESIS
Reasonable salary	3.820	9	0.923	H0 accepted
Job security	8.358	9	0.498	H0 accepted
Good relationship	13.779	6	0.032	H0 rejected
Effective appraisal	7.316	9	0.604	H0 accepted
Effective Promotions	10.590	12	0.564	H0 accepted
Motivating appraisal	16.817	12	0.157	H0 accepted
Co-workers support	12.458	9	0.189	H0 accepted
Recognition	14.108	9	0.119	H0 accepted
Achieving objectivities	11.867	9	0.221	H0 accepted

Interpretation

From the above table it is clear that all 8 parameters are greater than 0.05 i.e, reasonable salary, job security, good relationship, effective appraisal, effective promotions, motivating appraisal, co-workers support, recognition, achieving objectives and hence it is accepted. But the good relationship with co-workers, significance value is 0.032 which is less than 0.05 hence the null hypothesis is rejected and there is significant difference between job motivation and employee performance and productivity.

ONE WAY ANOVA BETWEEN MONTHLY INCOME AND HINDERING THE SUCCESS

The one way ANOVA has been used to determine whether there are any significant differences between the groups with different monthly income and their opinion on training needs.

Table 4.21

Monthly income and hindering the success of employees

Hindering the Success	Income	N	Mean	F	Sig
The motivation from the company do not help me to meet my needs	Below Rs10000	12	2.42	0.559	0.643
	Rs10000-20000	39	2.72		
	Rs20000-30000	24	2.54		
	Above Rs30000	5	2.60		
	Total	80	2.61		
The company do not appreciate me in my job	Below Rs10000	12	2.42	0.493	0.688
	Rs10000-20000	39	2.28		
	Rs20000-30000	24	2.21		
	Above Rs30000	5	2.00		
	Total	80	2.26		
There is no career advancement opportunities	Below Rs10000	12	2.58	0.515	0.673
	Rs10000-20000	39	2.38		
	Rs20000-30000	24	2.38		
	Above Rs30000	5	2.00		
	Total	80	2.39		
There is no respect from the co-workers	Below Rs10000	12	1.75	0.945	0.423
	Rs10000-20000	39	1.74		
	Rs20000-30000	24	2.00		
	Above Rs30000	5	1.60		
	Total	80	1.81		
There is no job security in the company	Below Rs10000	12	2.08	0.683	0.565
	Rs10000-20000	39	2.05		
	Rs20000-30000	24	1.88		
	Above Rs30000	5	1.60		
	Total	80	1.98		

Amount of payment of work in business affects the motivation	Below Rs10000	12	2.42	0.259	0.855
	Rs10000-20000	39	2.36		
	Rs20000-30000	24	2.21		
	Above Rs30000	5	2.20		
	Total	80	2.31		
Optimum time of work in business affects the motivation	Below Rs10000	12	2.25	0.422	0.723
	Rs10000-20000	39	2.36		
	Rs20000-30000	24	2.50		
	Above Rs30000	5	2.60		
	Total	80	2.40		
Rewards does not motivate employees at higher level	Below Rs10000	12	2.33	0.400	0.753
	Rs10000-20000	39	2.28		
	Rs20000-30000	24	2.50		
	Above Rs30000	5	2.40		
	Total	80	2.36		
Team work does not adds more to the motivation	Below Rs10000	12	2.25	1.001	0.397
	Rs10000-20000	39	2.10		
	Rs20000-30000	24	2.42		
	Above Rs30000	5	2.40		
	Total	80	2.24		
Participate management approach affects negatively	Below Rs10000	12	2.17	0.426	0.735
	Rs10000-20000	39	2.26		
	Rs20000-30000	24	2.38		
	Above Rs30000	5	2.60		
	Total	80	2.30		
Success of the employees is not appreciated at all times	Below Rs10000	12	2.33	0.062	0.980
	Rs10000-20000	39	2.36		
	Rs20000-30000	24	2.29		
	Above Rs30000	5	2.20		
	Total	80	2.32		
Employees do not like to be given responsibility	Below Rs10000	12	2.08	1.943	0.130
	Rs10000-20000	39	1.77		
	Rs20000-30000	24	2.25		
	Above Rs30000	5	1.60		
	Total	80	1.95		

H0: There is no significant difference among the groups with different monthly income and their opinion on the hindering the success of employee motivation.

H1: There is a significant difference among the groups with different monthly income and their opinion on the hindering the success of employee motivation.

INTERPREATION:

In the analysis of one-way ANOVA the independent variable is monthly income and the dependent variable is hindering the success of employee motivation. In the order of importance of parameters in the employee motivation identifying hindering the success has taken into consideration and ranked at the first position. Additionally, in order to determine the secondary objective of the study as identifying the hindering the success of employee motivation through the impact of employee motivation on organizational effectiveness of the system is evaluated, the hypothesis have been developed and the means between and within the groups of different monthly income have been compared with hindering the success of employees to determine whether any of those means are significantly different each other.

From the above table significance value is not found to be less than 0.05. The significant difference has not been found in the feedback received with the value of less than 0.05. This shows that the null hypothesis (Ho) is accepted. Therefore it is clear that there is no difference among the group with different monthly income on their opinion on the employee motivation identifying hindering the success of employee motivation.

CHAPTER V

5.1 FINDINGS OF THE STUDY

Findings are the study of the data analysed for the study "Impact of Employee Motivation of Organizational Effectiveness". This finding will help the management to understand the organizational effectiveness of employee motivation in achieving its intended purpose and to increase the level of individual motivation on organization to perform their work effectively and efficiently.

Percentage analysis

- Majority 51.2% of the respondents fall in the age group between 25years – 35years so it is evident that their level of skill and knowledge is also more which leads to organizational effectiveness.
- Majority 91.2% of the respondents are male, where they can cope up easily with their work effectively.
- Majority 60% of the workers among the respondents are married there is a great need for them to be compensated well.
- Mostly 46.2% of the respondents qualified undergraduate as education plays an important role in acquiring knowledge. There is a need for training and development in the organizational to perform effectively.
- Mostly 36.2% of the respondents have an experience in less than 5 years. It improves the skills of the employees which help to gain knowledge through their experience. Once the employees his service of 5 years then they said to be skilled worker.
- Majority 56.2% of the respondents felt that they are motivated in non-monetary factors. It helps to motivate the employees to work which can be used to enhance their performance effectively.
- Mostly 48.8% of the respondents fall in the monthly income between 10000 rupees- 20000 rupees. It shows that they need to be compensated for their performance to improve organizational effectiveness.

- Majority 61.2% of the respondents have felt that they are motivating in an organization. It improves their skills, knowledge and ability of the employees through their motivating.
- Mostly 46.2% of the respondents felt that they are salary increment in individual performance. It helps to improve their job performance effectively when their jobs are enhanced.
- Majority 61.2% of the respondents have felt that they are motivating in an organization. It improves their skills, knowledge and ability of the employees through their motivating to achieve their organizational effectiveness.
- Majority of users felt good relationship with co-workers 4.44(0.653) and good working condition 4.26(0.611). The majority of the respondents felt that Good relationship with co-workers and Good working condition through Working condition. But few respondents felt that they are personality development class 2.79(1.155) should be develop to improve employee motivation to achieve an organizational effectiveness.
- There is no significant relationship between work experience and motivational techniques but there is a significant relationship between work experiences with special allowances given to the workers.
- There is no significant relationship between job motivation and employee performance and productivity, but there is a significant relationship between the job motivation and good relationship with co-workers
- The analysis proves that there is difference among the groups with different motivation and their opinion on organizational effectiveness. Hence (H₀) it is rejected.
- The analysis proves that there is a no significant difference among the groups with different monthly income and their opinion on hindering the success of employee motivation. Hence (H₀) it is accepted.

From the findings it is well understood that the organization has an effective employee motivation system. The company takes effort to satisfy the individual needs and encourage them to work by rewarding them in terms of monetary and Non-monetary factors. The capabilities of individual are well understood by their superiors and they strongly believe that they will work for betterment for their performance towards job motivation to improve their organizational effectiveness.

5.2 SUGGESTION

- Employers are continuously challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees
- Organization should provide an atmosphere for the attainment of high productivity, which will in turn give employees a feeling of satisfaction.
- Employees should be given the opportunity to contribute their ideas to the affairs of the organization and it will boost their morale and consequently lead to higher productivity.
- Employees should be promoted when due in order to ensure better job performance.
- Management should make efforts to improve salaries, working conditions, job security, job dissatisfaction and poor supervision to certain standard that will make employees feel happy about their job.
- Managers should hold out the promise of reward once the objective is achieved, because behaviour, which is perceived to be rewarded, will tend to be repeated.
- Management should try to make materials and equipments that will enhance effective performance of workers available.
- Management should also use merit award for difference displayed in the performance of a job by an employee.
- Employees should be given the opportunity to take part in training programmes to help them improve their skills and knowledge on the jobs.
- Finally, functional recreational facilities should be provided for employee's relaxation

5.3 CONCLUSION

The purpose of this study is to check the impact of the employee motivation on organizational effectiveness in Energo engineering project limited. Motivation plays positive results in the performance of the employee and it will help to improve the organizational effectiveness. The results also show the positive relationship. If the employee performance increase they contribute more in the organization. Its show high performance as well as high motivation level. Motivation directly affects the rewards and promotion. The paper gives the relationship with the HR practices like performance, reward, motivation along with promotional factors. Recognition and empowerment play an essential part in enhancing employee motivation towards organizational tasks. By appreciating the employees for their work and giving them participation in decision making, creates work satisfaction with their job, organization and organizational environment, and hence their enthusiasm and motivation towards accomplishment of different tasks which will increase organizational effectiveness. In energo engineering project limited employees are motivated with non-monetary benefits, salary increment, etc which improved their organization which enable them to grow in the industry.

The motivated employees' works best in the interest of the organizations which leads them towards growth, prosperity and productivity. Thus the employee motivation and organizational effectiveness are directly related. So the organization can achieve and make such policies and organizational structures that support employee recognition and empowerment.

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**Impact of Employee Motivation on Organizational Effectiveness in Energo
Engineering Project Limited**

QUESTIONNAIRE

Name (optional): _____

1) Age :

- | | | | |
|------------------|--------------------------|-------------------|--------------------------|
| a) Below 25yrs | <input type="checkbox"/> | b) 25 yrs - 35yrs | <input type="checkbox"/> |
| c) 35yrs - 45yrs | <input type="checkbox"/> | d) Above 45 yrs | <input type="checkbox"/> |

2) Gender:

- | | | | |
|---------|--------------------------|-----------|--------------------------|
| a) Male | <input type="checkbox"/> | b) Female | <input type="checkbox"/> |
|---------|--------------------------|-----------|--------------------------|

3) Marital status:

- | | | | |
|-----------|--------------------------|------------|--------------------------|
| a) Single | <input type="checkbox"/> | b) Married | <input type="checkbox"/> |
|-----------|--------------------------|------------|--------------------------|

4) Educational Qualification:

- | | | | |
|------------------|--------------------------|-----------------|--------------------------|
| a) ITI | <input type="checkbox"/> | b) Diploma | <input type="checkbox"/> |
| c) Undergraduate | <input type="checkbox"/> | d) postgraduate | <input type="checkbox"/> |

5) Work Experience:

- | | | | |
|------------------|--------------------------|----------------|--------------------------|
| a) Less than5yrs | <input type="checkbox"/> | b) 5yrs-10yrs | <input type="checkbox"/> |
| c) 10 yrs-15yrs | <input type="checkbox"/> | d) Above 15yrs | <input type="checkbox"/> |

6) Monthly income:

- | | | | |
|-------------------|--------------------------|--------------------|--------------------------|
| a) Below Rs 10000 | <input type="checkbox"/> | b) Rs10000 – 20000 | <input type="checkbox"/> |
| c) Rs 20000-30000 | <input type="checkbox"/> | d) Above Rs 30000 | <input type="checkbox"/> |

7) How far you feel that the job rotation helps in motivating you in your work?

- | | | | |
|----------------------|--------------------------|-------------------|--------------------------|
| a) Highly motivating | <input type="checkbox"/> | b) Motivating | <input type="checkbox"/> |
| c) Partly motivating | <input type="checkbox"/> | d) Not-motivating | <input type="checkbox"/> |

8) Among the non-monetary factors which motivates you more?

- | | | | |
|------------------------------|--------------------------|---------------------------|--------------------------|
| a) Job security | <input type="checkbox"/> | b) Praise and Recognition | <input type="checkbox"/> |
| c) Promotional opportunities | <input type="checkbox"/> | d) Perks and Allowances | <input type="checkbox"/> |

9) Which factors helps in motivating the individual performance?

- | | | | |
|---------------------|--------------------------|------------------------|--------------------------|
| a) Salary Increment | <input type="checkbox"/> | b) Incentives/Benefits | <input type="checkbox"/> |
| c) Promotion | <input type="checkbox"/> | d) Other | <input type="checkbox"/> |

10) State your level of satisfaction towards the working condition that influences the organization effectiveness.

(HS - Highly satisfied, S - Satisfied, N - Neutral, DS - Dissatisfied, HDS - Highly Dissatisfied)

S.no	Working Conditions	HS	S	N	DS	HDS
I	Good working conditions					
Ii	Team spirit					
Iii	Relationship with co-workers					
Iv	Working hours					
V	Good salary					
Vi	Current policies					
Vii	Working environment					
Viii	Personality development classes					

11) State your level of opinion towards the motivational techniques that influences the organization effectiveness.

(SA – Strongly Agree, A – Agree, N – Neutral, DA – Disagree, SDA – Strongly Disagree)

S.no	Motivational Techniques	SA	A	N	DA	SDA
I	The way that company does its management makes me to put in by best always					
Ii	I am normally given gift for extra efforts put in the job I do					
Iii	The company encourage and pays me well					
Iv	Any staff who does not perform risks immediate sack					
V	Promotions are normally given based on the level of services within a number of years					
Vi	My company normally encourages us to further education					
Vii	I normally receive allowance for special duties and overtime on the job					
Viii	My activities in the company is closely monitored					
Ix	Does career development opportunities motivates you the most					
X	I feel that workplace training opportunities make me to work better					

Xi	The motivation from the company helps me to meet my needs					
Xii	How far the feelings of Independence and autonomy motivates you in the job					

12) State your level of opinion on motivational factors that lead employee performance and productivity.

S.no	Motivational Factors	SA	A	N	D	SD
I	Reasonable periodical increase in salary					
Ii	Job security exists in the organization					
Iii	Good relationship with co-workers					
Iv	Effective performance appraisal system is followed					
V	Effective promotional opportunities in the organization					
Vi	Performance appraisal activities are helpful to get motivated					
Vii	Support from the co-workers is helpful to get motivated					
Viii	Organization recognize and acknowledge the work					
Ix	Organization policies motivates for achieving its aims and objectives					

13) State your level of opinion to overall employee response regarding motivation in Energo Engineering Projects Limited

S.no	Factors	SA	A	N	DA	SDA
I	I am normally motivated to work for the company					
Ii	I feel the urge to remain with the company					
Iii	I have the tools and resources that need to do my job well					
Iv	My supervisor treats people with fairness and respect					
V	We work effectively across departments and functions					
Vi	I am optimistic about my future success with the company					
Vii	Company leadership has made changes which are positive to me.					

14) State your level of opinion towards the factors hindering the success of employee motivation.

S.no	Motivational Factors	SA	A	N	DA	SDA
I	The motivation from the company do not help me to meet my needs					
Ii	The company do not appreciate me in my job					
Iii	There is no career advancement opportunities					
Iv	There is no respect from the co-workers					
V	There is no job security in the company					
Vi	Amount of payment effects the motivation negatively					
Vii	Optimum time of work in business does not affects the motivation					
Viii	Rewards does not motivate employees at a higher level					
Ix	Team work does not adds more to the motivation					
X	Participant management approach affects negatively					
Xi	Success of the employees is not appreciated at all times					
Xii	Employees do not like to be given responsibility					

15) Overall do you think your company motivates you for their effectiveness? And give some suggestions

a) Yes b) No
