CHAPTER – 7

MOTIVATIONAL PROFILE OF DEMOGRAPHIC SUBGROUPS

One of the major intentions of this study was to check the impact of demographic factors on work motivation of employees. It was also intended in the study to check whether the work motivation could be different industry-wise for IT and non-IT industries. Another intention of this study was to understand the ‘extrinsic’ and ‘intrinsic’ motivational preferences of employees.

Several hypotheses were formed around (which were discussed briefly in Chapter 2) for testing the influence of demographic factors on work motivation. This chapter in detail discusses about various tests conducted and its results.

7.1 Hypothesis Testing

Hypothesis 1: The Demographic factor of ‘age’ affects work motivation which would not be the same for IT and non-IT industries.

Here a One–way ANOVA test was done on the research sample (n=720) where the age was grouped as ‘younger’ (below 25 years), ‘middle’ (25-35 years) and ‘older’ (above 35 years). Descriptive statistics based on the demographic factor ‘age’ have been given in table 7.1. This is followed by table 7.2 which presents the One-way ANOVA test details.

Post Hoc findings which detail the two groups between which the statistically significant differences exist when tested for the demographic factor ‘age’ has also been tabulated and presented in table 7.3.
Table 7.1 Descriptive statistics of overall sample based on the demographic factor ‘age’

<table>
<thead>
<tr>
<th>Factor</th>
<th>Group description</th>
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<th>Std. Deviation</th>
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Table 7.3 Post Hoc results of overall sample when tested with the demographic factor ‘age’ as independent variable

<table>
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<th>Factor</th>
<th>Sig</th>
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<td>Duty Need</td>
<td>0.007</td>
</tr>
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</table>

‘Growth’, ‘duty need’, ‘fair system’ and ‘fair management’ are the four motivational factors which were found to have statistically significant mean differences among these three classified age groups of ‘younger’, ‘middle’ and ‘older’ age.

One-way ANOVA result for ‘growth’ (df (2, 717), f (6.039)) shows statistically significant differences among the groups with a ‘p’ value 0.003. Post Hoc test done shows that, when the ‘older’ age group (which is above 35 years), is compared with the ‘middle’ age group (which is 26-35 years), there is a statistically significant difference between the groups with a ‘p’ value of 0.002.

One-way ANOVA result for ‘duty need’ (df (2,717), f(4.566)) shows statistically significant differences among ‘younger’, ‘middle’ and ‘older’ age groups with a ‘p’ value 0.011. Post Hoc test done reveals that, when the ‘middle’ age group and the ‘older’ age group are compared, there is a statistically significant difference. Post Hoc test shows a ‘p’ value of 0.007 here.
One-way ANOVA result for ‘fair system’ (df (2, 717), f(7.339)) shows statistically significant differences (p value = 0.001) among ‘younger’, ‘middle’ and ‘older’ employees here. Post Hoc test reveals that the significant difference is between ‘middle’ and ‘older’ age group with a ‘p’ value of 0.001.

One-way ANOVA result for ‘fair management’ (df (2, 717), f(5.155)) also shows statistically significant differences among the groups with a ‘p’ value of 0.006. Post Hoc test reveals a statistically significant difference between the groups ‘middle’ and ‘older’ with a ‘p’ value of 0.005.

The statistically significant differences here are for the four motivational factors- growth, duty need, fair system and fair management. Post Hoc test reveals that higher means for all these factors are for ‘older’ people. ‘Growth’ is a higher order need and it gets strengthened as one ages. To meet this requirement to ‘grow’, it is important to have a ‘fair system’ which recognizes the right contributions of employees and a ‘fair management’ which understands and supports the employees. So these three motivational factors can be seen as being connected to one another. Similarly ‘duty need’ may increase with age. So there is a possibility for ‘older’ people to be more inclined to this need.

One-way ANOVA was conducted for the IT sample but there were no statistically significant differences found among any groups. The distribution of the three categories (younger, middle and older) of employees in the IT sample was examined and it was found that the number of ‘older’ age group employees in the IT sample was a mere 27 out of the total respondents of 581. This has skewed the overall result. So to obtain a more statistically relevant result, the ‘older’ category employees were removed and a t-Test was conducted between the remaining two groups of ‘younger’ and ‘middle’ age group employees. The details of the result have been tabulated in table 7.4.
Table 7.4  
$t$- Test results of the IT sample when tested with the demographic factor ‘age’ as independent variable

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<th>Std. Deviation</th>
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<th>Sig</th>
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The $t$- Test conducted says that there is a statistically significant difference for the factors ‘fair system’($t$ value:2.015 and ‘p’ value: 0.044) , ‘growth’ ($t$ value: 2.285 and ‘p’ value: 0.023) and ‘engagement’ ($t$ value: 2.117 and ‘p’ value: 0.035).
Here, higher means for all these motivational factors are for the ‘younger’ age group when compared with the ‘middle’ age group. This could be a specific IT industry scenario. Young professionals view the IT industry as a booming industry and enter into this industry with an ambition to grow. The IT industry is known for ‘quick growth’ and ‘fat pay’ and this is especially true for the performing people. People who enter into this industry might have a strong motivation for ‘growing’ in their career. ‘Fair system’ and ‘fair management’ are pre-requisites for ‘growth’. This possibly explains the high mean scores for the motivational factors ‘fair system’ and ‘fair management’ among this category of employees.

Younger people who have more energy might like to do more and might like to keep themselves busy. Probably this has influenced the higher mean score of the motivational factor ‘engagement’.

One-way ANOVA was done for the non-IT sample and the findings have been shown in table 7.5.

**Table 7.5** Descriptive statistics of non-IT sample based on the demographic factor ‘age’

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<th>YMO</th>
<th>N</th>
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Table 7.6  One-way ANOVA results of the non-IT sample when tested with the demographic factor ‘age’ as independent variable

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Table 7.7  Post Hoc results of the non-IT sample when tested with the demographic factor ‘age’ as independent variable

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<th>Factor</th>
<th>Sig</th>
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</thead>
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<td>Growth</td>
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<tr>
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<td></td>
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<tr>
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<tr>
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<td>4.1880</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The One-way ANOVA results reveal that there are statistically significant differences for the motivational factors ‘growth’ and ‘work life balance’. The results for ‘growth’ (df (2,136), f(4.009)) show statistically significant differences among the groups with a ‘p’ value 0.020. Post Hoc test done shows that, when the ‘older’ age group (which is above 35 years) is compared with the ‘younger’ age group (which is below 25 years) there is a statistically significant difference between the groups with a ‘p’ value of 0.015.

One-way ANOVA result for ‘work life balance’ (df (2, 136), f(3.952)) shows statistically significant difference among the groups with a ‘p’ value 0.021. In the Post Hoc findings, when the ‘older’ age group (which is above 35 years), is compared with the ‘younger’ age group (which is below 25 years), there is a statistically significant difference between the two groups with a ‘p’ value of 0.023.

For the motivational factor ‘growth’, the higher mean is for the ‘older’ group of employees, and for ‘work life balance’ the higher mean is for the ‘younger’ group. The need to grow seems to be more for the ‘older’ group in comparison with the ‘younger’ group. ‘Growth’ is more of a higher order need when it comes to ‘wanting to do something new and path breaking’, etc. and the finding reaffirms this.

The higher mean for the motivational factor ‘work life balance’ is for the ‘younger’ group in comparison with the ‘older’ group.
**Hypothesis 2:** The Demographic factor of ‘gender’ affects work motivation which would not be the same for IT and non-IT industries.

A *t*-Test was carried out to find out whether there is any statistically significant difference between the two gender groups ‘male’ and ‘female’.

**Table 7.8** *t*- Test results of the overall sample when tested with the demographic factor ‘gender’ as independent variable

<table>
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<th>Gender</th>
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<th>Std.Deviation</th>
<th>t value</th>
<th>Sig</th>
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<td>.980</td>
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<td>1.02033</td>
<td>6.129</td>
<td>.000</td>
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</table>

The *t*- Test result of the overall sample shows that there is a significant statistical difference within the gender groups on the motivational factors ‘work life balance’,
‘money motive’, ‘hygiene’ and ‘engagement’. The result of \( t \)-Test done (on Levene’s test equal variance not assumed in all cases) showed a ‘t’ value 3.546 (‘p’ value: 0.002) for ‘work life balance’. Similarly, for ‘money motive’ the ‘t’ value shown is 2.195 (‘p’ value: 0.029), for ‘hygiene’ the ‘t’ value shown is 6.129 (‘p’ value: 0.000) and for ‘engagement’ the ‘t’ value shown is 4.957 (p value: 0.000).

Higher mean scores for all these factors here are for the female employees. Women in general take larger domestic responsibilities such as overall home management, child care and elderly care. So ‘work life balance’ initiatives and facilities such as transport (hygiene factor) are important for them in order to balance both home and work. The mean score found on ‘work life balance’ and ‘hygiene’ should be a reflection of this need.

In many organizations, the jobs of substance are done by male employees of organizations and mediocre jobs are handled by the women. So for women employees, ‘need for engagement’ could be one of the prominent needs. The findings seen in the test are probably a reflection of this.

\( t \)- Test was conducted for the IT sample as well to check the impact of gender on work motivation. The findings of the same have been depicted in the table 7.9.

**Table 7.9**  \( t \)- Test results of the IT sample when tested with the demographic factor ‘gender’ as independent variable *

<table>
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<th>Std. Deviation</th>
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<th>Sig.</th>
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</table>
The *t*-Test performed here revealed that there is a statistically significant difference in ‘work life balance’ (equal variance assumed on Levene’s test) with *t* value 2.761 and ‘p’ value 0.006.

Also the *t*-Test reveals that there is a statistically significant difference between the groups (equal variance assumed in Levene’s Test) with *t* value 2.659 and ‘p’ value 0.008 for the motivational factor ‘money motive’. Similarly there is a statistically significant difference in the means of the groups for the motivational factor ‘hygiene’ (Levene’s Test Equal variance not assumed where ‘t’ value is 5.667 and ‘p’ value 0.000) and also for the motivational factor ‘engagement’ (Levene’s test equal variance not assumed, where ‘t’ value is 5.667 and ‘p’ value 0.000).

<table>
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<th>Standard Error</th>
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<td>Hygiene</td>
<td>411</td>
<td>170</td>
<td>4.688</td>
<td>1.22975</td>
<td>5.667</td>
<td>0.000</td>
</tr>
<tr>
<td>Fair system</td>
<td>411</td>
<td>170</td>
<td>4.600</td>
<td>1.04050</td>
<td>1.092</td>
<td>0.276</td>
</tr>
<tr>
<td>Enjoyable Work</td>
<td>411</td>
<td>170</td>
<td>4.877</td>
<td>.87130</td>
<td>-.133</td>
<td>.894</td>
</tr>
<tr>
<td>Fair Management</td>
<td>411</td>
<td>170</td>
<td>4.658</td>
<td>.97820</td>
<td>.933</td>
<td>.352</td>
</tr>
<tr>
<td>Engagement</td>
<td>411</td>
<td>170</td>
<td>5.229</td>
<td>1.21639</td>
<td>4.300</td>
<td>0.000</td>
</tr>
</tbody>
</table>
In all the above four motivational factors, the higher mean score is for the female employees. The findings of ‘work life balance’ and ‘hygiene’ can be explained here using the same logic as the one used in the findings of the overall sample.

Similar is the case with ‘engagement’. Men mostly get to do significant jobs in many organizations. In the IT industry too the engagement need of the men is probably addressed more vehemently than that of the women. Lesser opportunities for doing the job of their liking and lack of opportunities for utilizing the skills can lead to deprivation with regard to that need. This could explain the reason why female employees showed higher mean score for the factor ‘engagement’.

The $t$- Test done for the non-IT sample has been given in table 7.10.

**Table 7.10** $t$- Test results of the non-IT sample when tested with the demographic factor ‘gender’ as independent variable *

<table>
<thead>
<tr>
<th>Factor</th>
<th>Gender</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t Value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>Female</td>
<td>65</td>
<td>5.1803</td>
<td>.81571</td>
<td>-1.495</td>
<td>.137</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>74</td>
<td>5.3973</td>
<td>.88548</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>Female</td>
<td>65</td>
<td>4.7262</td>
<td>.86644</td>
<td>3.180</td>
<td>.002</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>74</td>
<td>4.2000</td>
<td>1.05830</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Money Motive</td>
<td>Female</td>
<td>65</td>
<td>4.9354</td>
<td>.73918</td>
<td>-.157</td>
<td>.876</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>74</td>
<td>4.9568</td>
<td>.85449</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duty Need</td>
<td>Female</td>
<td>65</td>
<td>5.2000</td>
<td>.74504</td>
<td>.332</td>
<td>.740</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>74</td>
<td>5.1486</td>
<td>1.06703</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affiliation</td>
<td>Female</td>
<td>65</td>
<td>5.3383</td>
<td>.69087</td>
<td>-.970</td>
<td>.334</td>
</tr>
</tbody>
</table>
The *t*- Test result of the non-IT sample shows that there is a significant statistical difference within the gender groups on the motivational factor ‘Work Life Balance’. The result of the *t*- Test done (on Levene’s test equal variance assumed) showed a ‘t’ value 3.180 and a ‘p’ value 0.002.

The higher mean score here is for the female employees. Traditionally in India, women take more domestic responsibilities such as child care, elderly care and overall home management. Though many women are working now, the domestic responsibilities mostly stay with women. The need to balance work and home could be more for women employees. This explains the higher mean score for the factor ‘work life balance’.

**Hypothesis 3**: The demographic factor of ‘marital status’ affects work motivation which would not be the same for IT and non-IT industries.

Here for the overall data, it was a *t*- Test that was conducted to test the above hypothesis because when One-way ANOVA was conducted for the three matrimonial groups
(married, single and divorced), the result was skewed. The reason for the skewing was that, the ‘divorced’ group was just six in number. So instead of conducting a One-way ANOVA, a $t$- test was done choosing only ‘married’ and ‘single’ groups.

**Table 7.11** $t$-Test results of the overall sample when tested with the demographic factor ‘marital status’ as independent variable

| Factor             | Married /Single | N  | Mean  | Std. Deviation | $t$ Value | Sig 
|--------------------|-----------------|----|-------|---------------|-----------|-----
| Fair System        | Married         | 367| 4.6169| 1.01350       | -.801     | .423 |
|                    | Single          | 347| 4.6759| .95189        |           |      |
| Enjoyable Work     | Married         | 367| 5.0480| .97560        | 1.774     | .076 |
|                    | Single          | 347| 4.9127| 1.06325       |           |      |
| Growth             | Married         | 367| 4.8832| 1.04012       | -.158     | .875 |
|                    | Single          | 347| 4.8952| .97664        |           |      |
| Work Life Balance  | Married         | 367| 4.6926| 1.06495       | .666      | .506 |
|                    | Single          | 347| 4.6415| .98327        |           |      |
| Money Motive       | Married         | 367| 5.1090| .93651        | 1.008     | .314 |
|                    | Single          | 347| 5.0380| .94321        |           |      |
| Duty Need          | Married         | 367| 4.8876| .99425        | .996      | .320 |
|                    | Single          | 347| 4.8120| 1.03521       |           |      |
| Affiliation        | Married         | 367| 5.1508| .95161        | .895      | .371 |
|                    | Single          | 347| 5.0886| .90366        |           |      |
| Fair Management    | Married         | 367| 4.6608| 1.15531       | -.943     | .346 |
|                    | Single          | 347| 4.7406| 1.10524       |           |      |
| Hygiene            | Married         | 367| 4.2984| 1.24968       | -1.672    | .095 |
|                    | Single          | 347| 4.4496| 1.16161       |           |      |
| Engagement         | Married         | 367| 5.0218| 1.41211       | 1.857     | .064 |
|                    | Single          | 347| 4.8242| 1.43075       |           |      |
The \( t \)-Test done on the overall sample has not shown any statistically significant difference between the groups for any of the motivational factors.

For the IT sample too, it was One-way ANOVA that was initially conducted. Later it was changed to \( t \)-Test (for the ‘married’ and ‘single’ groups) after removing the small number of the ‘divorced’ group.

The test result has been presented in the table 7.12.

**Table 7.12  \( t \)- Test results of the IT sample when tested with the demographic factor ‘marital status’ as independent variable **

<table>
<thead>
<tr>
<th>Factor</th>
<th>Married/Unmarried</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>( t ) Value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>Married</td>
<td>265</td>
<td>4.7175</td>
<td>1.05000</td>
<td>-1.594</td>
<td>.111</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>310</td>
<td>4.8533</td>
<td>.98911</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>Married</td>
<td>265</td>
<td>4.8189</td>
<td>1.05734</td>
<td>2.116</td>
<td>.035</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>310</td>
<td>4.6381</td>
<td>.98925</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Money Motive</td>
<td>Married</td>
<td>265</td>
<td>5.1600</td>
<td>.97812</td>
<td>1.250</td>
<td>.212</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>310</td>
<td>5.0587</td>
<td>.95966</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duty Need</td>
<td>Married</td>
<td>265</td>
<td>4.7708</td>
<td>.99027</td>
<td>-.050</td>
<td>.960</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>310</td>
<td>4.7750</td>
<td>1.04606</td>
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</tr>
<tr>
<td>Affiliation</td>
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<td>.99565</td>
<td>.188</td>
<td>.851</td>
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<td></td>
<td>Single</td>
<td>310</td>
<td>5.0454</td>
<td>.92307</td>
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<td></td>
</tr>
<tr>
<td>Hygiene</td>
<td>Married</td>
<td>265</td>
<td>4.2038</td>
<td>1.21152</td>
<td>-2.041</td>
<td>.042</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>310</td>
<td>4.4048</td>
<td>1.14759</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fair System</td>
<td>Married</td>
<td>265</td>
<td>4.4485</td>
<td>1.02364</td>
<td>-2.098</td>
<td>.036</td>
</tr>
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<td>Single</td>
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<td>4.6225</td>
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</tr>
<tr>
<td>Enjoyable</td>
<td>Married</td>
<td>265</td>
<td>4.9223</td>
<td>1.01424</td>
<td>.634</td>
<td>.526</td>
</tr>
</tbody>
</table>
When the $t$-Test was done (Levene’s test equal variance assumed) among the ‘married’ and ‘unmarried’ groups, it was found that there were significant statistical differences within the gender groups on the motivational factors ‘work life balance’ (‘$t$’ value: 2.116 and ‘$p$’ value: 0.035), ‘hygiene’ (‘$t$’ value: (-2.041) and ‘$p$’ value: 0.042), ‘fair system’ (‘$t$’ value: (-2.098) and ‘$p$’ value: 0.036), and ‘fair management’ (‘$t$’ value: (-2.343) and ‘$p$’ value: 0.019).

Married people showed high mean score for ‘work life balance’ when compared with the ‘single’ group of employees. With added and more domestic responsibilities, it is a challenge to balance work and home. It can be understood that ‘work life balance’ is an important need for this group.

For the other three factors (fair system, fair management and hygiene), it is the ‘single’ group that showed higher mean scores. The ‘single’ group might mean the ‘young’ population in the organization. Many of them could only be having very little or no experience. This group could be ambitious. For them, the need to have ‘fair management’ and ‘fair system’ could be high, as that is the prerequisite for learning and getting recognized.

There was no ‘divorce’ group within the non-IT sample and it was a ‘$t$-Test’ that was done for the non-IT group to check whether there was any statistically significant mean difference with respect to work motivation when it came to the groups classified on the basis of ‘marital status’.

<table>
<thead>
<tr>
<th>Work</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
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<td>4.8664</td>
<td>1.08746</td>
</tr>
<tr>
<td>Fair</td>
<td>Married</td>
<td>265</td>
<td>4.4792</td>
<td>1.12249</td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>310</td>
<td>4.6984</td>
<td>1.11412</td>
</tr>
<tr>
<td>Engagement</td>
<td>Married</td>
<td>265</td>
<td>4.9434</td>
<td>1.42509</td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>310</td>
<td>4.8065</td>
<td>1.45747</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Work</th>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
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<td>Single</td>
<td>310</td>
<td>4.8664</td>
<td>1.08746</td>
</tr>
<tr>
<td>Fair</td>
<td>Married</td>
<td>265</td>
<td>4.4792</td>
<td>1.12249</td>
</tr>
<tr>
<td>Management</td>
<td></td>
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<td></td>
</tr>
<tr>
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<td>Single</td>
<td>310</td>
<td>4.6984</td>
<td>1.11412</td>
</tr>
<tr>
<td>Engagement</td>
<td>Married</td>
<td>265</td>
<td>4.9434</td>
<td>1.42509</td>
</tr>
<tr>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>310</td>
<td>4.8065</td>
<td>1.45747</td>
</tr>
</tbody>
</table>
The findings of the test have been given in the table 7.12

**Table 7.13**  
*t*- Test results of the non-IT sample when tested with the demographic factor ‘marital status’ as independent variable

<table>
<thead>
<tr>
<th>Factor</th>
<th>Married /Single</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t Value</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair System</td>
<td>Married</td>
<td>102</td>
<td>5.0544</td>
<td>.84595</td>
<td>-.440</td>
<td>.661</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>37</td>
<td>5.1230</td>
<td>.71048</td>
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</tr>
<tr>
<td>Enjoyable Work</td>
<td>Married</td>
<td>102</td>
<td>5.3747</td>
<td>.78163</td>
<td>.518</td>
<td>.606</td>
</tr>
<tr>
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<td>37</td>
<td>5.3003</td>
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<tr>
<td>Growth</td>
<td>Married</td>
<td>102</td>
<td>5.3137</td>
<td>.88284</td>
<td>.407</td>
<td>.684</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>37</td>
<td>5.2465</td>
<td>.79249</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>Married</td>
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<td>4.3647</td>
<td>1.01841</td>
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<td>.113</td>
</tr>
<tr>
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<td>Single</td>
<td>37</td>
<td>4.6703</td>
<td>.94424</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Money Motive</td>
<td>Married</td>
<td>102</td>
<td>4.9765</td>
<td>.80803</td>
<td>.726</td>
<td>.469</td>
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<tr>
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<td>37</td>
<td>4.8649</td>
<td>.78181</td>
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</tr>
<tr>
<td>Duty Need</td>
<td>Married</td>
<td>102</td>
<td>5.1912</td>
<td>.94344</td>
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<td>.697</td>
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<td>37</td>
<td>5.1216</td>
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</tr>
<tr>
<td>Affiliation</td>
<td>Married</td>
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<td>5.3856</td>
<td>.78310</td>
<td>-.455</td>
<td>.650</td>
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<td></td>
<td>Single</td>
<td>37</td>
<td>5.4505</td>
<td>.61981</td>
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</tr>
<tr>
<td>Fair Management</td>
<td>Married</td>
<td>102</td>
<td>5.1324</td>
<td>1.11009</td>
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<td>.855</td>
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<td>5.0946</td>
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<td>Married</td>
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<td>37</td>
<td>4.9730</td>
<td>1.18992</td>
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</tr>
</tbody>
</table>
The *t*-test done for the non-IT sample did not bring out any statistically significant finding.

**Hypothesis 4:** The demographic factor of ‘education’ affects work motivation which would not be the same for IT and non-IT industries.

With the classifications done based on the education of the survey respondents of this study, a one way Anova test was conducted to check the relationship between the education groups and motivational factors.

| Table 7.14 | Descriptive statistics of overall sample based on the demographic factor ‘education’ * |

<table>
<thead>
<tr>
<th>Factor</th>
<th>Education</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair System</td>
<td>Diploma</td>
<td>18</td>
<td>5.0000</td>
<td>.74500</td>
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<tr>
<td></td>
<td>Degree in Science or Arts</td>
<td>95</td>
<td>4.9609</td>
<td>.89970</td>
</tr>
<tr>
<td></td>
<td>Engineering degree</td>
<td>348</td>
<td>4.5312</td>
<td>.95837</td>
</tr>
<tr>
<td></td>
<td>Post Graduation in Engineering</td>
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<tr>
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</tr>
<tr>
<td></td>
<td>MBA/LLB/LLM</td>
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<td>4.9507</td>
<td>1.00420</td>
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<td></td>
<td>Any others</td>
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<td>4.6714</td>
<td>.67871</td>
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<td></td>
<td>Total</td>
<td>720</td>
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<td>Diploma</td>
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<td>5.3644</td>
<td>.94970</td>
</tr>
<tr>
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<td>Degree in Science or Arts</td>
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Table 7.15  One-way ANOVA results of overall sample when tested with the demographic factor ‘education’ as independent variable *

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**Table 7.16**  Post Hoc results of overall sample when tested with the demographic factor ‘education’ as independent variable

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The One-way ANOVA test reveals that there are statistically significant differences for the factors ‘fair system’ (‘f’ value: 4.122 and ‘p’ value: 0.000), ‘enjoyable work’ (‘f’ value: 3.371 and ‘p’ value: 0.002), ‘growth’ (‘f’ value: 3.112 and ‘p’ value: 0.003) and ‘work life balance’ (‘f’ value: 2.171 and ‘p’ value: 0.035).

The Post Hoc test, explains that the higher mean for the motivational factor ‘fair system’ is for the group ‘Degree in Science or Arts’ when compared with ‘Engineering Degree’, ‘Post Graduates in Engineering’ and ‘MCA/MSc (Computer Science)’ groups. Also the mean is high for MBA/LLB/LLM group when compared with ‘PG in Engineering’. Probably for the ‘Degree in Science or Arts’ group, which is not a highly/professionally qualified group, the need for ‘fair management’ is important for getting recognition and growth. This group has higher mean score for ‘growth’, ‘enjoyable work’ and ‘work life balance’ too. This group might have slow growth as they might not hold critical delivery positions in most organizations (especially in industries such as IT, Finance, Consulting, etc…) and this might be a concern for this group. To grow in an organization ‘fair management’ is important and hence the high mean score for this factor. The role that they play also might not be something that they enjoy which could be the reason for a high mean score in ‘enjoyable work’.

The test conducted on the IT sample did not bring out any statistically significant evidences. However, on cross checking, it was found that the ‘diploma’ holders and people with ‘any other qualification’ were very small in number. Hence those groups were removed and it was re-tested. The results of the same have been shown in table 7.16

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Table 7.17 Descriptive statistics of the IT sample based on the demographic factor ‘education’ *
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Table 7.18 One-way ANOVA results of the IT sample when tested with the demographic factor ‘education’ as independent variable *
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Table 7.19  Post Hoc results of the IT sample when tested with the demographic factor ‘education’ as independent variable

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The results of One-way ANOVA show statistically significant differences for the motivational factor ‘hygiene’. Post Hoc reveals that the mean score is high for ‘Engineering’ graduates and ‘MCA/MSC Computer Science’ graduates when compared with the ‘PG in Engineering’ group. Both these education groups which showed higher mean scores are critical resource groups in the IT industry as most of them have done their specialization in IT or they have entered into the industry soon after their Engineering qualification. These people enter into the IT industry with an intention to learn, stay and grow in this industry. For them facilities and conveniences such as ‘transport’, ‘cafeteria’ and the like could be very important. ‘Post Graduates in Engineering’ might not have a similar commitment as they might go later for higher studies or may even change the industry.

One-way ANOVA was conducted among the non-IT sample as well to check whether there was any statistically significant difference between any of the classified ‘education’ groups.

Table 7.20  Descriptive statistics of the non-IT sample based on the demographic factor ‘education’ *

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<td>.166</td>
</tr>
<tr>
<td>Within Groups</td>
<td>131</td>
<td>.536</td>
<td></td>
<td></td>
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<tr>
<td>Total</td>
<td>138</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hygiene</td>
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<td>Within Groups</td>
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<td>1.724</td>
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<td>Total</td>
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<tr>
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<td>.666</td>
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<td>Total</td>
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<td></td>
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</tr>
<tr>
<td>Enjoyable Work</td>
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<tr>
<td>Fair Management</td>
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<td>Engagement</td>
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<td>1.719</td>
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<tr>
<td>Total</td>
<td>138</td>
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</tbody>
</table>
Table 7.22  Post Hoc results of the non-IT sample when tested with the demographic factor ‘education’ as independent variable

<table>
<thead>
<tr>
<th>No</th>
<th>Group Description</th>
<th>Mean</th>
<th>Factor</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Degree in Science or Arts</td>
<td>4.2</td>
<td>Work Life Balance</td>
<td>0.013</td>
</tr>
<tr>
<td></td>
<td>PG in Engineering</td>
<td>6.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>PG in Engineering</td>
<td>6.7</td>
<td></td>
<td>0.024</td>
</tr>
<tr>
<td></td>
<td>Any Other</td>
<td>4.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>PG in Engineering</td>
<td>6.7</td>
<td></td>
<td>0.049</td>
</tr>
<tr>
<td></td>
<td>MBA/LLB/LLM</td>
<td>4.5</td>
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<td></td>
</tr>
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</table>

In the One-way ANOVA conducted for the non-IT sample, a significant statistical difference was seen for the motivational factor ‘work life balance’ within various education groups. One-way ANOVA result (df: 7,131 and f: 2.472) shows a statistically significant difference between the groups with ‘p’ value 0.020.

The Post Hoc test shows that there is a significant difference between the groups ‘PG in Engineering’ and ‘Degree in Arts or Science’ (‘p’ value: 0.013), ‘PG in Engineering’ and ‘any other’ (‘p’ value: 0.024) and ‘PG in Engineering’ and ‘MBA/LLB and LLM’ groups (‘p’ value: 0.049). It is the ‘PG in Engineering’ group of employees which shows a higher mean score when compared with ‘degree in Science or Arts’, ‘MBA/LLB/LLM’ and ‘any other’. This group shows a very high mean score which says that ‘work life balance’ is an important motivational factor for them. Non-IT industries, especially traditional industries, might not have a hectic work culture similar to that of the IT industry. Post Graduates enjoy good positions and status in non-IT organizations and many of them might be motivated to enter into this industry assuming that they would be able to strike a good work life balance.
**Hypothesis 5:** Factors that motivate professionally qualified employees are different from factors that motivate employees who are not professionally qualified.

A *t*-Test was conducted to find out whether professional qualification has an influence on the work motivation of employees.

**Table 7.23**  
*t*–Test results of the overall sample when tested with the demographic factor ‘professional qualification’ as independent variable

<table>
<thead>
<tr>
<th>Factor</th>
<th>Professional/Non-professional</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th><em>t</em> Value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
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<td>Growth</td>
<td>Professionals</td>
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<td>.99251</td>
<td>-3.674</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Non-professionals</td>
<td>178</td>
<td>5.1236</td>
<td>1.01610</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>Professionals</td>
<td>542</td>
<td>4.7295</td>
<td>1.02370</td>
<td>2.814</td>
<td>.005</td>
</tr>
<tr>
<td></td>
<td>Non-professionals</td>
<td>178</td>
<td>4.4820</td>
<td>1.00136</td>
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<td></td>
</tr>
<tr>
<td>Money Motive</td>
<td>Professionals</td>
<td>542</td>
<td>5.0911</td>
<td>.97231</td>
<td>.860</td>
<td>.390</td>
</tr>
<tr>
<td></td>
<td>Non-professionals</td>
<td>178</td>
<td>5.0213</td>
<td>.83035</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duty Need</td>
<td>Professionals</td>
<td>542</td>
<td>4.7938</td>
<td>1.01924</td>
<td>-2.555</td>
<td>.011</td>
</tr>
<tr>
<td></td>
<td>Non-professionals</td>
<td>178</td>
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<td>.98240</td>
<td></td>
<td></td>
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<tr>
<td>Affiliation</td>
<td>Professionals</td>
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<td>.95136</td>
<td>-2.479</td>
<td>.013</td>
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<tr>
<td></td>
<td>Non-professionals</td>
<td>178</td>
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<td>.83016</td>
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<tr>
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<td>Professionals</td>
<td>542</td>
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<td>1.16364</td>
<td>-1.650</td>
<td>.099</td>
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<td>Non-professionals</td>
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<tr>
<td>Fair system</td>
<td>Professionals</td>
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<td>4.5538</td>
<td>.98461</td>
<td>-4.088</td>
<td>.000</td>
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<td>Non-professionals</td>
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<tr>
<td>Enjoyable Work</td>
<td>Professionals</td>
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<td>4.9022</td>
<td>1.04542</td>
<td>-3.446</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>Non-professionals</td>
<td>178</td>
<td>5.2035</td>
<td>.90273</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fair Management</td>
<td>Professionals</td>
<td>542</td>
<td>4.6310</td>
<td>1.13114</td>
<td>-2.794</td>
<td>.005</td>
</tr>
<tr>
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<td>Non-professionals</td>
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<td>1.09191</td>
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<td></td>
</tr>
<tr>
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<td>Professionals</td>
<td>542</td>
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<td>1.44921</td>
<td>-1.680</td>
<td>.093</td>
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<tr>
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</tbody>
</table>

Based on the *t*-Test done (Levene’s test equal variance assumed) there are statistically significant differences between the two groups on the motivational factors ‘growth’ (*t* value: (-3.674) and ‘p’ value: 0.000), ‘work life balance’ (*t* value: 2.814 and ‘p’ value: .005), 'money motive' (*t* value: .860 and ‘p’ value: .390), 'duty need' (*t* value: -2.555 and ‘p’ value: .011), 'affiliation' (*t* value: -2.479 and ‘p’ value: .013), 'hygiene' (*t* value: -1.650 and ‘p’ value: .099), 'fair system' (*t* value: -4.088 and ‘p’ value: .000), 'enjoyable work' (*t* value: -3.446 and ‘p’ value: .001), 'fair management' (*t* value: -2.794 and ‘p’ value: .005), 'engagement' (*t* value: -1.680 and ‘p’ value: .093).
Looking at the details of the findings, the ‘non-professionally qualified’ seem to have higher mean scores for all the motivational factors except ‘work life balance’, compared to the professionally qualified employees. There seems to be an interconnection here. ‘Fair system’ and ‘fair management’ are instrumental in ensuring the ‘growth’ of the right people in an organization. Many times professionally qualified employees grow faster, especially in organizations such as in the IT industry where a large number of employees are professionally qualified. Non-professionals might be having a slower growth and probably there is a need gap which is evidenced in the results of the \( t \)-Test. The Non-professionally qualified might not be getting an opportunity to do jobs of their interest and might be looking for work that is more interesting and substantial which is explicit in the result of ‘enjoyable work’.

The Professionally qualified, on the other hand, showed a high mean score for ‘work life balance’ which would be an important motivational factor for them, because they are already on a hectic job schedule (which is especially true for industries such as the IT industry) and have the challenge to manage both work and home.

**Hypothesis 6**: Factors that motivate professionally qualified women are different from factors that motivate non-professionally qualified women.

A \( t \)-Test was conducted to check the statistically significant difference between the professionally qualified women and non-professionally qualified women.
Table: 7.24  
*t*- Test results of the overall sample of women employees when tested with the demographic factor ‘professional qualification’ as independent variable

<table>
<thead>
<tr>
<th>Factor</th>
<th>Professional/Non-professional</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>T Value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Non-professional women</td>
<td>62</td>
<td>5.1339</td>
<td>.81084</td>
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</tr>
<tr>
<td>Work Life Balance</td>
<td>Professional Women</td>
<td>173</td>
<td>4.9040</td>
<td>1.00570</td>
<td>1.629</td>
<td>.105</td>
</tr>
<tr>
<td></td>
<td>Non-professional women</td>
<td>62</td>
<td>4.7129</td>
<td>.70093</td>
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</tr>
<tr>
<td>Money Motive</td>
<td>Professional Women</td>
<td>173</td>
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<td>.81780</td>
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<td>.025</td>
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<tr>
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<td>Non-professional women</td>
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<td>4.9774</td>
<td>.79185</td>
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<tr>
<td>Duty Need</td>
<td>Professional Women</td>
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<td>4.8121</td>
<td>.90064</td>
<td>-2.541</td>
<td>.012</td>
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<tr>
<td></td>
<td>Non-professional women</td>
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<td>5.1331</td>
<td>.70233</td>
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<tr>
<td>Affiliation</td>
<td>Professional Women</td>
<td>173</td>
<td>5.0869</td>
<td>.83363</td>
<td>-2.185</td>
<td>.030</td>
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<tr>
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<tr>
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<td>Non-professional women</td>
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<tr>
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<td>Professional Women</td>
<td>173</td>
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<td>.96735</td>
<td>-2.709</td>
<td>.007</td>
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<tr>
<td></td>
<td>Non-professional women</td>
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<tr>
<td>Fair Management</td>
<td>Professional Women</td>
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<td>1.00306</td>
<td>-2.050</td>
<td>.042</td>
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<tr>
<td></td>
<td>Non-professional women</td>
<td>62</td>
<td>4.9597</td>
<td>.87917</td>
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<tr>
<td>Engagement</td>
<td>Professional Women</td>
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<td>5.3710</td>
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</table>
Based on Leven’s test of equal variance assumed, a t-Test was conducted and statistically significant differences were observed for the motivational factors ‘growth’ (‘t’ value: -3.129 and ‘p’ value: 0.002), ‘money motive’ (‘t’ value: 2.258 and ‘p’ value: 0.025), ‘duty need’ (‘t’ value: -2.541 and ‘p’ value: 0.012), ‘affiliation’ (‘t’ value: -2.185 and ‘p’ value: 0.030), ‘fair system’ (‘t’ value: -3.646 and ‘p’ value: 0.000), ‘enjoyable work’ (‘t’ value: -2.709 and ‘p’ value: 0.007) and ‘fair management’ (‘t’ value: -2.050 and ‘p’ value: 0.042).

For all the factors for which a statistically significant difference was found, the higher mean score is for the non-professionally qualified women. The one exception where the higher mean score was seen for professionally qualified women were seen was ‘money motive’.

As explained for hypothesis 5, ‘fair system’ and ‘fair management’ are instrumental in ensuring the ‘growth’ of the right people in an organization. Professionally qualified women grow faster than non-professional women in most cases, especially in organizations such as in the IT industry where a large number of professionally qualified women are employed. Non-professional women might be having a slower growth and probably there is a need gap which has surfaced in the result.

Professionally qualified women might have a larger motivation for money. The very reason why they might have taken a professional qualification itself could be for larger earning opportunities. This has been reflected in the score for the motivational factor ‘money motive’.

**Hypothesis 7**: The Demographic factor of ‘level’ in the organization affects work motivation which would not be the same for IT and non-IT industries.

One-way ANOVA test results of ‘levels in the organization’ and work motivation have been depicted in the table 7.23.
Table 7.25  Descriptive statistics of overall sample based on the demographic factor ‘level’ in the Organization *

<table>
<thead>
<tr>
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<th>Level</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
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<td>318</td>
<td>4.6729</td>
<td>.93811</td>
</tr>
<tr>
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<td>Subject Matter Expert</td>
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</tr>
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<td>Total</td>
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**Table 7.26**  One-way ANOVA results of the overall sample when tested with the demographic factor ‘level’ in the organization as independent variable *
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Table: 7.27  Post Hoc results of the overall sample when tested with the demographic factor ‘level’ in the organization as independent variable

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In the One-way ANOVA conducted for the overall sample, a significant statistical difference was seen for the motivational factor ‘fair system’ (‘df’: 3,700 and ‘f’ 3.591)
with ‘p’ value 0.013, ‘enjoyable work’ (‘df’: 3,700 and ‘f’ 3.791) with ‘p’ value 0.010, ‘growth’ (‘df’: 3,700 and ‘f’ 2.992) with ‘p’ value 0.030, ‘affiliation’(df: 3,700 and ‘f’ 4.361) with ‘p’ value 0.005 and ‘fair management’( ‘df’: 3,700 and ‘f’ 3.665) with ‘p’ value 0.012.

When Post Hoc results were perused for the factors ‘fair management’ and ‘fair system’, a higher mean score was found for the ‘managerial’ group when compared with the groups of ‘subject matter expert’ and ‘team lead’. Similar was the case with the mean scores of ‘enjoyable work’ and ‘growth’. The ‘managerial’ group had a higher mean score for ‘enjoyable work’ when compared with the ‘team member’ group and the ‘subject matter expert’ group. For ‘growth’ the ‘managerial’ group was compared with ‘team member’, ‘team lead’ and ‘subject matter expert’ groups, and a higher mean score was found for the ‘managerial’ group. In the case of the motivational factor ‘affiliation’, the ‘managerial’ group had a higher mean score when compared with the ‘team member’ group and the ‘subject matter expert’ group. When the same was compared between the ‘team lead’ and the ‘subject matter expert’ groups, the higher mean score (marginally) was seen for the ‘team lead’ group.

Table 7.28 Descriptive statistics of the IT sample based on the demographic factor ‘level’ in the organization *

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**Table 7.29**  One-way ANOVA results of the IT sample when tested with the demographic factor ‘level’ in the organization as independent variable *

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Table 7.30  Post Hoc results of the IT sample when tested with the demographic factor ‘level in the organization’ as independent variable

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In the One-way ANOVA conducted among the IT groups to check the impact of ‘levels’ in the organization on the motivational factors, it was found that there was a statistically significant difference among the groups for the motivational factors ‘affiliation’, ‘fair system’ and ‘fair management’.

One-way ANOVA results show that there’s a statistically significant difference among employees of different levels for motivation factors ‘affiliation’ (‘df’:3,573 and ‘f’: 3.163,
and ‘p’ value 0.024), ‘fair system’ (‘df’: 3,573, ‘f’: 3.453 and ‘p’ value 0.016) ‘fair management’ (‘df’: 3, 573 and ‘f’: 3.023 and ‘p’ value 0.029).

Post Hoc analysis reveals that for ‘affiliation’, the higher mean score is for the ‘managerial’ category employees when compared with ‘subject matter expert’ and ‘team lead’ categories. For an employee to grow to a ‘managerial’ role, social skills and interacting skills are essential. They should genuinely be enjoying communication and socializing. So ‘affiliation’ could be high for this category of employees.

The ‘Team member’ categories of employees are the starters in the organization. They might be expecting a ‘fair system’ and a supporting management (fair management) for doing their job well and in getting essential recognitions. This need has probably resulted in the finding.

One-way ANOVA was conducted for the non-IT sample to examine the impact of ‘levels in the organization’ on employee motivation.

**Table 7.31** Descriptive statistics of the non-IT sample based on the demographic factor ‘levels in the organization’ *

<table>
<thead>
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<th>Education</th>
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<th>Std. Deviation</th>
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</thead>
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Table 7.32  One-way ANOVA results of the non-IT sample when tested with the demographic factor ‘level’ in the organization’ as independent variable *
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<td><strong>Engagement</strong></td>
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Table 7.33  Post Hoc results of the non-IT sample when tested with the demographic factor ‘level’ in the organization as independent variable

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<th>Sig</th>
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<td>Subject Matter Expert</td>
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Results of one-way ANOVA conducted for the non–IT sample have revealed that there is a significant statistical difference among the groups (classified based on the ‘levels in the organization’) with respect to the factors ‘work life balance’ (‘df’: 5,133, ‘f’: 5.073) with ‘p’ value 0.000, ‘hygiene’ (‘df’: 5, 133, ‘f’: 2.376) with ‘p’ value 0.042 and ‘engagement’ (‘df’:133, ‘f’:2.749) with ‘p’ value 0.021.

In the non-IT sample, the ‘team member’ category of employees showed a higher mean score for ‘work life balance’ when compared with the ‘managerial’ category of employees. Similarly the ‘subject matter expert’ category showed a higher mean for score ‘work life balance’ when compared with the ‘team lead’ and the ‘managerial’ category of employees.

It’s the ‘subject matter expert’ category of employees who showed a higher mean score for ‘hygiene’ and ‘engagement’ when compared with the ‘managerial’ and the ‘leadership’ category of employees respectively.
Subject matter experts’ normally are people who enjoy the work that they specialize in, more than anything else. Generally the need for ‘engagement’ could be high for this category which has been reflected in the finding.

**Hypothesis 8:** Factors that motivate supervisory employees are different from factors that motivate non-supervisory employees.

A *-Test was conducted among ‘supervisory’ and ‘non-supervisory’ employees of the overall sample to find out the impact of this demographic factor on motivation.

**Table 7.34** *-Test results of the overall sample when tested with the demographic factor ‘supervisory responsibility’ as independent variable *

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<th>Sig.</th>
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$t$-Test results of ‘supervisory’ and ‘non-supervisory’ samples do not bring out any statistically significant different group information.

**Hypothesis 9:** The Demographic factor of ‘work tenure’ affects motivation which would not be the same for IT and non-IT industries.

One-way ANOVA was done to check the ‘work tenure’ and its impact on motivational factors. This was done separately for overall, IT and non-IT samples.

**Table 7.35** Descriptive statistics of overall sample based on the demographic factor ‘work tenure’ *

<table>
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<th>Factor</th>
<th>Work Tenure</th>
<th>N</th>
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<th>Std. Deviation</th>
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Table 7.36  One-way ANOVA results of the overall sample when tested with the demographic factor ‘work tenure’ as independent variable *

---

Table 7.36 provides the one-way ANOVA results for the overall sample, testing the demographic factor ‘work tenure’ as the independent variable. The table shows the factors considered, along with the degrees of freedom (Df), mean square, F-value, and significance (Sig.) for each factor. The factors include Hygiene, Engagement, and other demographic variables. The results indicate the statistical significance of the differences in ratings across different work tenure categories.
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Table 7.37  Post Hoc results of the overall sample when tested with the demographic factor ‘work tenure’ as independent variable

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<th>Factor</th>
<th>Sig</th>
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<td>5.2146</td>
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<td></td>
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<td>Growth</td>
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<td>Above 15 years</td>
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The One-way ANOVA results of the overall sample show that there is a statistically significant difference among the groups for the motivational factors ‘growth’ (‘df’: 3,716 and ‘f’: 3.447) with ‘p’ value 0.016, ‘fair system’(‘df’: 3,716 and ‘f’: 3.960) with ‘p’ value: 0.008 and ‘fair management’(‘df’: 3,716 and ‘f’: 2.963) with ‘p’ value: 0.031.

Post Hoc results reveals that, for the motivational factor ‘fair system’, Post Hoc results reveals that, higher mean score was shown by the group ‘above 15 years’ experience when compared with the ‘less than 5 years’ experience group and the ‘5-10 years’ experience group. For ‘growth’ and ‘fair management’ too the higher means were for the experience group ‘above 15 years’ when compared with ‘5-10 years’ experience group.

‘Growth’ is a higher order need which grows with age. ‘Above 15 years’ is the older group in the sample and they might have a greater need for growth. It could be especially true when it comes to growth on the intellectual level. In a way, ‘fair management’ and ‘fair system’ both facilitate ‘growth’.

One-way ANOVA was conducted for the IT sample also to check the impact that ‘work tenure’ has on work motivation. Here the number of people who had work tenure ‘above 15 years’ were only four (4) in number and this was skewing the result. So these category
employees were not considered for the final test conducted for the IT sample. The result has been depicted in tables 7.35, 7.36 and 7.37.

**Table 7.38** Descriptive statistics of IT sample based on the demographic factor ‘work tenure’ *

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<th>Std. Deviation</th>
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**Table 7.39** One-way ANOVA results of the IT sample when tested with the demographic factor ‘work tenure’ as independent variable *
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<tbody>
<tr>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Growth</td>
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<td>.666</td>
<td>.629</td>
<td>.534</td>
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<td>Money Motive</td>
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<td>.825</td>
</tr>
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<td>Affiliation</td>
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<td>.067</td>
<td>.935</td>
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<td>Within Groups</td>
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<td></td>
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<td>565</td>
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</tr>
<tr>
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<td>Within Groups</td>
<td>563</td>
<td>1.060</td>
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</tr>
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<td></td>
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<td>565</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>563</td>
<td>1.050</td>
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</tr>
<tr>
<td></td>
<td>Total</td>
<td>565</td>
<td></td>
<td></td>
</tr>
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<td>Within Groups</td>
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<td>.904</td>
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<td>Within Groups</td>
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<td></td>
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<tr>
<td></td>
<td>Within Groups</td>
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<td>1.387</td>
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</tr>
<tr>
<td></td>
<td>Total</td>
<td>565</td>
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<td></td>
</tr>
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<td>Within Groups</td>
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<td>2.067</td>
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<td>Total</td>
<td>565</td>
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</table>
Table 7.40 Post Hoc results of the IT sample when tested with the demographic factor ‘work tenure’ as independent variable

<table>
<thead>
<tr>
<th>No</th>
<th>Group Description</th>
<th>Mean</th>
<th>Factor</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Less than 5 years</td>
<td>4.6409</td>
<td>Fair System</td>
<td>0.007</td>
</tr>
<tr>
<td></td>
<td>5-10 years</td>
<td>4.3758</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Less than 5 years</td>
<td>4.9046</td>
<td>Growth</td>
<td>0.011</td>
</tr>
<tr>
<td></td>
<td>5-10 years</td>
<td>4.6489</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Less than 5 years</td>
<td>4.6977</td>
<td>Fair Management</td>
<td>0.024</td>
</tr>
<tr>
<td></td>
<td>5-10 years</td>
<td>4.4410</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Less than 5 years</td>
<td>4.4118</td>
<td>Hygiene</td>
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</tr>
<tr>
<td></td>
<td>10-15 years</td>
<td>3.8548</td>
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</table>

In the analysis done on the IT group of the sample, there is a statistically significant difference between the groups on four motivational factors ‘growth’, ‘fair system’, ‘fair management’ and ‘hygiene’. One-way ANOVA shows ‘p’ value 0.010 (‘df’: 2, 563 ‘f’: 4.686) for the factor ‘fair system’, ‘p’ value 0.014 (‘df’ :2, 563, ‘f’: 4.336) for the factor ‘growth’, ‘p’ value 0.031 (‘df’: 2,563, ‘f’: 3.484 for the factor ‘fair management’ and ‘p’ value 0.017 (‘df’: 2,563, ‘f’ 4.111) for the factor ‘hygiene’.

The Post Hoc analysis reveals that the higher mean scores for the factors ‘fair management’ ‘growth’ and ‘fair system’ are for the ‘less than 5 years’ group when compared with the ‘5- 10 years’ group. The ‘Less than 5 years’ groups, mostly, are beginners who have a high level of ambition for ‘growth’ in their career. This could be especially true for the IT industry. ‘Fair system’ and ‘fair management’ are important for performing the job well and to get the necessary recognition and growth. This is true for the IT industry which is known for the quick growth of the performing employees.

The mean score for the motivational factor ‘hygiene’ is higher for the ‘less than 5 years’ experience group when compared with that of the ‘10- 15 years’ experience group.
One-way ANOVA test was conducted for the non-IT sample as well to check the impact of ‘work experience’ on employee work motivation.

**Table 7.41** Descriptive statistics of non-IT sample based on the demographic factor ‘work tenure’ *

<table>
<thead>
<tr>
<th>Factor</th>
<th>Experience</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
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<td>Growth</td>
<td>less than 5 years</td>
<td>44</td>
<td>4.9609</td>
<td>.87444</td>
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<tr>
<td></td>
<td>5-10 years</td>
<td>48</td>
<td>5.4435</td>
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</tr>
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<td>10-15 years</td>
<td>27</td>
<td>5.3163</td>
<td>.85409</td>
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<td></td>
<td>above 15 years</td>
<td>20</td>
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<td>less than 5 years</td>
<td>44</td>
<td>4.7500</td>
<td>.87351</td>
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<tr>
<td>Balance</td>
<td>5-10 years</td>
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<td>.92238</td>
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<td>10-15 years</td>
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<td>above 15 years</td>
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<td>above 15 years</td>
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</tr>
<tr>
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<td>.87534</td>
</tr>
<tr>
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</tr>
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<td>above 15 years</td>
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<td>Sig.</td>
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<td>------</td>
</tr>
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<tr>
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</tr>
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<td>.923</td>
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</tr>
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Table 7.42  One-way ANOVA results of the non-IT sample when tested with the demographic factor ‘work tenure’ as independent variable *
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<th>Within Groups</th>
<th>Total</th>
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</thead>
<tbody>
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<td>138</td>
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</tr>
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<td></td>
<td>Within Groups</td>
<td>135</td>
<td>.837</td>
<td>138</td>
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<td>Hygiene</td>
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<td>1.506</td>
<td>.895</td>
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<td>1.684</td>
<td>138</td>
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<td>Between Groups</td>
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<td>3.909</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>135</td>
<td>.571</td>
<td>138</td>
</tr>
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<td>Enjoyable Work</td>
<td>Between Groups</td>
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<td>2.510</td>
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<td></td>
<td>Within Groups</td>
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<td>3.325</td>
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<td>Within Groups</td>
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<td>2.237</td>
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<td>Within Groups</td>
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<td>1.732</td>
<td>138</td>
</tr>
<tr>
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<td>Total</td>
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<td>138</td>
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</table>
Table 7.43  Post Hoc results of the non-IT sample when tested with the demographic factor ‘work tenure’ as independent variable

<table>
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<th>Factor</th>
<th>Sig</th>
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<tbody>
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<td>Growth</td>
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<tr>
<td></td>
<td>5-10 years</td>
<td>5.44</td>
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<td></td>
</tr>
<tr>
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<td>Less than 5 years</td>
<td>4.96</td>
<td></td>
<td>0.013</td>
</tr>
<tr>
<td></td>
<td>Above 15 years</td>
<td>5.65</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Less than 5 years</td>
<td>4.75</td>
<td>Work Life Balance</td>
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<td></td>
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<tr>
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<td>10- 15 years</td>
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<td>Fair System</td>
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<td>Above 15 years</td>
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<td></td>
</tr>
<tr>
<td>6</td>
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<td>5.58</td>
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</table>

The one-way ANOVA results here reveal that in the non-IT sample, there are significant statistical difference among various ‘experience’ groups for the motivational factors ‘growth’ (‘df’: 3, 135, ‘f’: 4.120 and ‘p’ value = 0.008), ‘work life balance’ (‘df’: 3, 135, ‘f’: 5.338 and ‘p’ value: 0.002), ‘fair system’ (‘df’: 3, 135, ‘f’: 3.909 and ‘p’ value: 0.010) and ‘fair Management’ (‘df’: 3, 135, ‘f’: 3.325, ‘p’ value 0.022).

Significant statistical differences were observed for the motivational factors- ‘growth’, ‘work life balance’, ‘fair System’ and ‘fair management’. Post Hoc done on non-IT sample shows that, with respect to the motivational factors ‘fair system’ and ‘fair management’, the higher mean is for the ‘above 15 years’ group when compared with the ‘less than 5 years’ group. For ‘growth’ the higher mean score is for the ‘above 15 years’ group and for the ‘5 – 10 years’ group when compared with the ‘less than 5 years’ group. ‘Growth’ is a higher order need and that is what has been seen here in the findings too.
‘Fair System’ and ‘fair management’ are essential for meeting the ‘growth’ in career because they create the right environment to get recognition and opportunities.

For the motivational factor ‘work life balance’, the higher mean score is for the ‘less than 5 years’ group and the ‘5- 10 years’ group.

**Hypothesis 10**: The Demographic factor of ‘annual family income’ affects motivation which would not be the same for IT and non-IT industries.

One-way ANOVA was conducted on overall, IT and non-IT samples to check the impact of motivational factors on employee work motivation.

**Table 7.44** Descriptive statistics of the overall sample based on the demographic factor ‘annual family income’ *

<table>
<thead>
<tr>
<th>Factor</th>
<th>Annual family income</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
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Table 7.45 One-way ANOVA results of the overall sample when tested with the demographic factor ‘annual family income’ as independent variable *

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One-way ANOVA test done for the overall sample to check the impact of ‘annual family income’ on work motivation could not bring out any statistically significant findings.

Table 7.42 and table 7.43 show the one-way ANOVA test details done for the IT sample.

**Table 7.46** Descriptive statistics of the IT sample based on the demographic factor ‘annual family income’ *

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**Table 7.47** One-way ANOVA results of the IT sample when tested with the demographic factor ‘annual family income’ as independent variable *

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One-way ANOVA test results of the IT sample do not reveal any statistically significant findings among the groups with respect to the demographic factor ‘annual family income’.

Table 7.44 and table 7.45 show the one-way ANOVA test details done for the IT sample.

**Table 7.48**  Descriptive statistics of the non-IT sample based on the demographic factor ‘annual family income’ *

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Table 7.49  One-way ANOVA results of the non-IT sample when tested with the demographic factor ‘annual family income’ as independent variable *

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</tr>
<tr>
<td>Between Groups</td>
<td>5</td>
<td>1.085</td>
<td>.638</td>
<td>.671</td>
</tr>
<tr>
<td>Within Groups</td>
<td>133</td>
<td>1.702</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>138</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fair System</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>5</td>
<td>.420</td>
<td>.632</td>
<td>.676</td>
</tr>
<tr>
<td>Within Groups</td>
<td>133</td>
<td>.665</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>138</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The one-way ANOVA done for the non-IT sample shows no statistically significant difference within the classified annual family income groups with respect to the motivational factors.

**Hypothesis 11**: Factors that motivate employees of ‘high family income’ are different from factors that motivate employees of ‘low family income’

A test was done for both IT and non-IT samples to check the impact of ‘high and low family income’ on motivational factors.

**Table 7.50**  $t$-Test results of the overall sample when tested with the demographic factor ‘high and low family income’ as independent variable *

<table>
<thead>
<tr>
<th>Factor</th>
<th>High Income and Low income</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t Value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low Income</td>
<td>429</td>
<td>4.7070</td>
<td>.99201</td>
<td>2.329</td>
<td>.020</td>
</tr>
<tr>
<td></td>
<td>High Income</td>
<td>290</td>
<td>4.5342</td>
<td>.96433</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enjoyable Work</td>
<td>Low Income</td>
<td>429</td>
<td>5.0024</td>
<td>1.00655</td>
<td>.894</td>
<td>.372</td>
</tr>
<tr>
<td></td>
<td>High Income</td>
<td>290</td>
<td>4.9332</td>
<td>1.03686</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In the $t$-Test conducted, a statistically significant difference was found among the groups for six motivational factors- ‘fair system’, ‘growth’, ‘work life balance’, ‘money motive’, ‘fair management’ and ‘hygiene’. On Levene’s equal variance not assumed, ‘fair system’ showed a ‘p’ value 0.020 (‘t’ value: 2.329) and ‘growth’ showed a ‘p’ value 0.024(‘t’ value: 2.255). On Levene’s equal variance assumed, ‘work life balance’ showed a ‘p’ value 0.44(‘t’ value: (-2.021)), ‘money motive’ showed a ‘p’ value 0.007( ‘t’ value: (-2.728)), ‘fair management’ showed a ‘p’ value 0.005(‘t’ value: 2.828) and ‘hygiene’ showed a ‘p’ value 0.037(‘t’ value: 2.085).

High mean scores for ‘fair system’, ‘fair management’, ‘growth’ and ‘hygiene’ are for the ‘low family income’ group.
For ‘money motive’ and ‘work life balance’, the higher mean score is for the ‘high family income’ group.

**Hypothesis 12**: The motivational factors that affect employees in Kerala and Karnataka are likely to be the same.

A T-test was conducted to check the state wise differences on motivational factors.

**Table 7.51**  *t*-Test results of the overall sample when tested with the demographic factor ‘geographical region’ as independent variable *

<table>
<thead>
<tr>
<th>Factor</th>
<th>Professional/Non-professional</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t Value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>Kerala</td>
<td>590</td>
<td>4.9074</td>
<td>1.01019</td>
<td>1.272</td>
<td>.204</td>
</tr>
<tr>
<td></td>
<td>Karnataka</td>
<td>130</td>
<td>4.7834</td>
<td>.98996</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>Kerala</td>
<td>590</td>
<td>4.6807</td>
<td>1.04200</td>
<td>.689</td>
<td>.491</td>
</tr>
<tr>
<td></td>
<td>Karnataka</td>
<td>130</td>
<td>4.6123</td>
<td>.93436</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Money Motive</td>
<td>Kerala</td>
<td>590</td>
<td>5.0925</td>
<td>.90757</td>
<td>1.136</td>
<td>.256</td>
</tr>
<tr>
<td></td>
<td>Karnataka</td>
<td>130</td>
<td>4.9892</td>
<td>1.07063</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duty Need</td>
<td>Kerala</td>
<td>590</td>
<td>4.8788</td>
<td>1.03028</td>
<td>1.685</td>
<td>.092</td>
</tr>
<tr>
<td></td>
<td>Karnataka</td>
<td>130</td>
<td>4.7135</td>
<td>.92924</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affiliation</td>
<td>Kerala</td>
<td>590</td>
<td>5.1430</td>
<td>.91442</td>
<td>1.362</td>
<td>.174</td>
</tr>
<tr>
<td></td>
<td>Karnataka</td>
<td>130</td>
<td>5.0208</td>
<td>.97558</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hygiene</td>
<td>Kerala</td>
<td>590</td>
<td>4.3907</td>
<td>1.23420</td>
<td>.941</td>
<td>.347</td>
</tr>
<tr>
<td></td>
<td>Karnataka</td>
<td>130</td>
<td>4.2808</td>
<td>1.06386</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fair system</td>
<td>Kerala</td>
<td>590</td>
<td>4.6418</td>
<td>1.01622</td>
<td>.201</td>
<td>.841</td>
</tr>
<tr>
<td>-------------------</td>
<td>--------</td>
<td>------</td>
<td>--------</td>
<td>---------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td></td>
<td>Karnataka</td>
<td>130</td>
<td>4.6250</td>
<td>.82552</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enjoyable Work</td>
<td>Kerala</td>
<td>590</td>
<td>4.9987</td>
<td>1.02615</td>
<td>1.234</td>
<td>.218</td>
</tr>
<tr>
<td></td>
<td>Karnataka</td>
<td>130</td>
<td>4.8768</td>
<td>.98782</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fair Management</td>
<td>Kerala</td>
<td>590</td>
<td>4.6856</td>
<td>1.15990</td>
<td>-.625</td>
<td>.532</td>
</tr>
<tr>
<td></td>
<td>Karnataka</td>
<td>130</td>
<td>4.7538</td>
<td>.96498</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engagement</td>
<td>Kerala</td>
<td>590</td>
<td>4.9847</td>
<td>1.39418</td>
<td>2.469</td>
<td>.014</td>
</tr>
<tr>
<td></td>
<td>Karnataka</td>
<td>130</td>
<td>4.6462</td>
<td>1.50895</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The $t$-Test done on the overall sample shows that there is a statistically significant difference (‘t’ value: 2.469, ‘p’ value: 0.014) for the motivational factor ‘engagement’, when it’s compared between the Kerala and Karnataka samples.

The only motivational factor that has shown a statistically significant difference within the groups is ‘engagement’. This could be explained on the basis of the culture of the city Bangalore from where the data which represent the Karnataka state were taken. The ‘Engagement’ factor in this study is about being busy and engaged in the job. Bangalore traditionally doesn’t have a ‘hyper active’ culture. This place is known for its slow culture which is attributed to the ‘cold’ weather of the place. So ‘engagement’ need not be important for the people from this geographical area.

### 7.2 Impact of Demographic Factors on Work Motivation

One of the main objectives of this study was to check how demographic factors influence work motivation.
(Objective 1: This study is intended to find out how demographic factors such as age, gender, income, etc., are related to motivation.)

This chapter on ‘hypothesis testing’ reveals the details of the testing done for each of the demographic factors. In most cases, the test was done separately for overall sample, IT sample and non-IT sample. A detailed tabulation of the test finding has been given here.

In this section the summary of the tests are discussed in order to understand the relationship that the demographic factor has on work motivation.

Table 7.52 Motivational factors that showed statistically significant differences within ‘age groups’

<table>
<thead>
<tr>
<th>Motivational Factors</th>
<th>The samples that showed significant difference among groups when tested</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Overall</td>
</tr>
<tr>
<td>Growth</td>
<td>Yes</td>
</tr>
<tr>
<td>Duty Need</td>
<td>Yes</td>
</tr>
<tr>
<td>Fair System</td>
<td>Yes</td>
</tr>
<tr>
<td>Fair Management</td>
<td>Yes</td>
</tr>
<tr>
<td>Engagement</td>
<td>-</td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>-</td>
</tr>
</tbody>
</table>

The Demographic factor of ‘age’ was tested for the ‘overall’ sample. The test was conducted for the ‘IT’ and the ‘non-IT’ samples separately as well, to find out whether there is any industry based difference.

The test has brought out statistically significant differences among the groups in all the three samples tested. From the test results it is clear that the demographic factor of ‘age’ impacts the work motivation of employees.
When IT and non-IT samples were looked at, it was seen that ‘growth’ is a motivational factor that has brought out statistically significant differences for both the ‘IT’ and the ‘non-IT’ samples. However, the motivational factor ‘fair system’ has brought out statistically significant differences for the ‘IT’ sample but not for the ‘non-IT’ sample. Similarly, the motivational factor ‘work life balance’ has shown statistically significant differences within the groups of the ‘non-IT sample’ but not for the ‘IT sample’. This suggests that the factors that motivate the ‘IT’ employees need not be the factors that motivate the employees from the ‘non-IT’ industries.

Table 7.53 Motivational factors that showed statistically significant differences within ‘gender groups’

<table>
<thead>
<tr>
<th>Motivational Factors</th>
<th>The samples that showed significant difference among groups when tested</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Overall</td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>Yes</td>
</tr>
<tr>
<td>Money Motive</td>
<td>Yes</td>
</tr>
<tr>
<td>Hygiene</td>
<td>Yes</td>
</tr>
<tr>
<td>Engagement</td>
<td>Yes</td>
</tr>
</tbody>
</table>

As done for the motivational factor ‘age’, a test was conducted for the motivational factor ‘gender’ as well. The tests were done for the ‘overall’ sample, the ‘IT’ sample and the ‘non-IT’ sample separately. Here the overall sample and the IT sample brought out the same results. As per the findings for the overall sample and for the IT sample, it is ‘work life balance’, ‘money motive’, ‘hygiene’ and ‘engagement’ which have brought out statistically significant difference. For the non-IT sample, the only motivational factor
that has brought out statistically significant differences among the groups was ‘work life balance’.

The test conducted for the demographic factor ‘gender’ confirms that demographic factors influence work motivation and that it need not be the same for ‘IT’ and ‘non-IT’ industries.

**Table 7.54** Motivational factors that showed statistically significant difference within ‘marital groups’

<table>
<thead>
<tr>
<th>Motivational Factors</th>
<th>The samples that showed significant difference among groups when tested</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Overall</td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>-</td>
</tr>
<tr>
<td>Hygiene</td>
<td>-</td>
</tr>
<tr>
<td>Fair system</td>
<td>-</td>
</tr>
<tr>
<td>Fair Management</td>
<td>-</td>
</tr>
</tbody>
</table>

When the demographic factor ‘marital status’ was tested for the overall data, it did not show any statistically significant difference between the groups ‘married’ and ‘single’. However, when the test was conducted for the ‘IT’ sample, it showed statistically significant differences for four motivational factors ‘work life balance’, ‘hygiene’, ‘fair system’ and ‘fair management’. When tested for the ‘non-IT sample’, there wasn’t any statistically significant difference between the groups.

The test conducted for the demographic factor ‘marital status’ confirms that demographic factors influence work motivation and that it need not be the same for ‘IT’ and ‘non-IT’ industries.
Table 7.55  Motivational factors that showed statistically significant differences within ‘education groups’

<table>
<thead>
<tr>
<th>Motivational Factors</th>
<th>The samples that showed significant difference among groups when tested</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Overall</td>
</tr>
<tr>
<td>Fair System</td>
<td>Yes</td>
</tr>
<tr>
<td>Enjoyable Work</td>
<td>Yes</td>
</tr>
<tr>
<td>Growth</td>
<td>Yes</td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>Yes</td>
</tr>
<tr>
<td>Hygiene</td>
<td>-</td>
</tr>
</tbody>
</table>

Testing was done for the ‘overall’, the ‘IT’ and the ‘non-IT’ samples on the groups classified on the basis of the demographic factor ‘education’. When tested on the ‘overall’ data, it showed statistically significant differences for four motivational factors and they are ‘fair system’, ‘enjoyable work’, growth’ and ‘work life balance’. However when tested for the ‘IT’ sample, a statistically significant difference was shown only for ‘hygiene’ and the same when tested for the ‘non-IT’ sample, statistically significant difference was shown for the motivational factor ‘work life balance’.

These findings reveal the influence that the demographic factor has on work motivation and this also confirms that it need not be the same for ‘IT’ and ‘non-IT’ samples.

Table 7.56  Motivational factors that showed statistically significant differences within ‘professional’ and non-professional’ groups’ *

<table>
<thead>
<tr>
<th>Motivational Factors that showed statistically significant difference when tested for the overall sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
</tr>
<tr>
<td>Work Life Balance</td>
</tr>
<tr>
<td>Duty Need</td>
</tr>
<tr>
<td>Affiliation</td>
</tr>
</tbody>
</table>
The demographic factor ‘education’ was classified differently as ‘professionally qualified’ and ‘non-professionally qualified’ and was tested. The test was done for the ‘overall data’. The test result revealed that there is a statistically significant difference between the groups for the motivational factors ‘growth’, ‘work life balance’, ‘duty need’, ‘affiliation’, ‘fair system’, ‘enjoyable work’ and ‘fair management’.

This reconfirms the finding that demographic factors influence work motivation.

**Table 7.57** Motivational factors that showed statistically significant differences within ‘professional and ‘non-Professional groups’ of women

<table>
<thead>
<tr>
<th>Motivational factors that showed statistically significant differences when tested for the overall sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
</tr>
<tr>
<td>Money Motive</td>
</tr>
<tr>
<td>Duty Need</td>
</tr>
<tr>
<td>Affiliation</td>
</tr>
<tr>
<td>Fair system</td>
</tr>
<tr>
<td>Enjoyable Work</td>
</tr>
<tr>
<td>Fair Management</td>
</tr>
</tbody>
</table>

The women were grouped separately as ‘professionally qualified’ and ‘not professionally qualified’. These groups were tested to find the impact of this demographic factor on work motivation.
The test result reveals that there are statistically significant differences between the groups for the motivational factors ‘growth’, ‘money motive’, ‘duty need’, ‘affiliation’, ‘fair system’, ‘enjoyable work’ and ‘fair management’.

The test confirms the influence of demographic factors on work motivation.

**Table 7.58** Motivational factors that showed statistically significant differences within employee groups of different ‘levels’

<table>
<thead>
<tr>
<th>Motivational Factors</th>
<th>The samples that showed significant difference among groups when tested</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Overall</td>
</tr>
<tr>
<td>Fair System</td>
<td>Yes</td>
</tr>
<tr>
<td>Enjoyable Work</td>
<td>Yes</td>
</tr>
<tr>
<td>Growth</td>
<td>Yes</td>
</tr>
<tr>
<td>Affiliation</td>
<td>Yes</td>
</tr>
<tr>
<td>Fair Management</td>
<td>Yes</td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>-</td>
</tr>
<tr>
<td>Hygiene</td>
<td>-</td>
</tr>
<tr>
<td>Engagement</td>
<td>-</td>
</tr>
</tbody>
</table>

A Demographic classification was done on the basis of the employees’ ‘level’ in the organization and a test was done for the ‘overall’ the ‘IT’ and the ‘non-IT’ samples.

The test result shows that there is a statistically significant difference for ‘fair system’, ‘enjoyable work’, ‘growth’, affiliation’ and ‘fair management’ when tested for the ‘overall’ sample. ‘Fair system’, ‘affiliation’ and ‘fair management’ showed statistically significant differences when tested for the ‘IT’ sample. When tested for the ‘non-IT’ sample, ‘work life balance’, ‘hygiene’ and ‘engagement’ showed statistically significant differences.
This again shows the influence that the demographic factor has on work motivation, and that the factors that motivate ‘IT’ and ‘non-IT’ industry employees need not be the same.

The level in the organization was classified as ‘supervisory’ and ‘non-supervisory’ and was tested for the ‘overall’ data. However, that has not brought out any statistically significant differences within groups.

**Table 7.59** Motivational factors that showed statistically significant differences within the groups that are in different ‘work tenure’

<table>
<thead>
<tr>
<th>Motivational Factors</th>
<th>The samples that showed significant differences among groups when tested</th>
<th>Overall</th>
<th>IT</th>
<th>Non-IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Fair System</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Fair Management</td>
<td>Yes</td>
<td>-</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

When testing was done on the demographic factor ‘experience’, for the overall sample, it revealed that there are statistically significant differences within the groups for the factors ‘growth’, ‘fair system’, and ‘fair management’. ‘Growth’ and ‘fair system’ showed statistically significant differences within groups when the ‘IT’ sample was tested. Similarly, ‘growth’, ‘fair system’, ‘fair management’ and ‘work life balance’ showed statistically significant differences for the ‘non-IT’ sample.

The test conducted for the demographic factor ‘experience’ confirms that demographic factors influence work motivation, and that it need not be the same for ‘IT’ and ‘non-IT’ industries.
Table 7.60  Motivational factors that showed statistically significant differences within ‘high and low Income’ groups

<table>
<thead>
<tr>
<th>Motivational factors that showed statistically significant differences when tested for the overall sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair system</td>
</tr>
<tr>
<td>Growth</td>
</tr>
<tr>
<td>Work Life Balance</td>
</tr>
<tr>
<td>Money Motive</td>
</tr>
<tr>
<td>Fair Management</td>
</tr>
<tr>
<td>Hygiene</td>
</tr>
</tbody>
</table>

When tested for ‘annual family income’, classified as ‘below 2.5 lacs’, ‘2.5- 5 lacs’, ‘5-7.5 lacs’, ‘7.5- 10 lacs’, ’10- 12.5 lacs’, ’12.5- 15 lacs’ and ‘above 15 lacs’, it didn’t bring out any statistically significant differences for the overall, the IT or the non-IT samples.

However, when this was classified as ‘high income’ and ‘low income’, it brought out statistically significant differences for the motivational factors ‘fair system’, ‘growth’, ‘work life balance’, ‘money motive’, ‘fair management’ and ‘hygiene’.

Most of the above tests done based on various demographic factors confirm that demographic factors influence work motivation. They also confirm that the factors that motivate the employees in the IT industry need not be the same for the employees in the non-IT industries.