ABSTRACT

Human Resources strategy now plays a key role in the overall strategy development of organizations. The new generation organizations such as IT and ITES that are people intensive in nature, are driving the top management to look at people as a critical strategic resource that is instrumental in the performance of organizations. One of the studies acknowledge that people provide organizations with critical competitive edge. Employees’ skills and capabilities are crucial for organizations to survive and succeed in highly competitive environment. As the people factor is very important for organizations to ensure the success and growth, keeping this critical resource motivated is vital in achieving the end goal. One of the critical result areas for the HR professionals and line managers today is the maintenance of the motivation level of the employees who are the reason for better productivity, bigger commitment and less absenteeism. During budgeting, organizations consider this and today most organizations have substantial budget allocation for various staff motivation programs.

Many times, there are contradictory findings in the studies conducted on motivational factors and the impact demographic factors such as education, gender and age have on work motivation. This clearly demands further research in this area. Further, this study is very timely, as there are not many studies done on demographic factors and its influence on employee motivation in India. Also there are hardly any studies done in IT industry on this topic.

Data was collected from the states of Kerala and Karnataka. A few IT and non-IT organizations were identified for data collection. The type of industries covered here are IT, ITES, Manufacturing, Consulting, Banking and Finance. Survey was done in nine organizations of Kerala and Karnataka. Care was taken to include organizations of different sizes. The size was decided based on the number of people in the organization and annual sales turn over. There were seven hundred and twenty total respondents participated in survey in which 581 are from IT organizations and 139 are from non-IT organizations.
Various statistical tools and test tools were used for checking data consistency and also for testing the hypothesis. The findings of the tests suggest that the demographic factors influence work motivation. It also was evident that the motivational factors seen statistically significant for the demographic factors of IT industry employees were different for the non-IT organizations. Also when looked at the ‘extrinsic’ and ‘intrinsic’ motivational bend of different demographic groups, it has revealed some useful information. For example, ‘older’ group of employees showed more ‘intrinsic’ bend of motivation than the ‘younger’ group. Similarly there are findings on this for various demographic groups. It was also seen that most of the demographic groups showed higher ‘intrinsic’ motivation over their ‘extrinsic’ motivation.

This research will provide a few very valuable inputs for the practicing managers which will help them plan the motivation initiatives better. Researcher is also proposing further research on a couple of specific areas such as a) industry difference on demographic factors- work motivation linkage b) Geographical difference and its linkage to work motivation c) Marital status and its linkage to motivation

**Key Words:** Demographic Factor, Work Motivation, Extrinsic Motivation, Intrinsic Motivation, ITIndustry, non-IT Industry