CHAPTER FIVE

RESULTS AND DISCUSSIONS
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5.0 Introduction

This chapter contains discussion on the findings, conclusions and recommendations drawn from the analysis and the discussion on the relevance of the finding to the industry. It is a highlight of issues that were revealed during the research. It also involves some of the recommendations that can help management to overcome the challenges faced by workers and managements of the organizations. This chapter can be referred by the policy makers and thus will help to overcome challenges faced by employee and employer on motivational issues highlighted in the research.

Before going to the findings and the conclusion of this research herewith presenting the discussion on the topic and relevance to the researcher’s practical experience. Researcher has work experience in HR & IR above 25 years at various levels in various renowned organizations.

Concept of Organizational Development:

Generally most of the employees spend less than half of their time at work which is really productive. For the organization’s managements, this is very provoking and costly affair. However, usually it is the management of the organization itself which is the major cause of the problem. The productivity of the organization means productivity of the employees and the same is giving boost to the overall organizations development. Almost all employees will be highly productive if they feel enthusiastic and motivated. Surely organizational performance is dependent on what motivates employees. Employee Motivation can often be used as a tool to help predict behavior of the employees and in turn a part of the diagnostic intervention in the OD cycle. Motivation is at not constant level among all the individuals. Employee
motivation can be improved with a combination of understanding ability and studying environmental factors which will influence behavior and performance. Because of motivation’s role in influencing workplace behavior and performance, employee motivation is key for management to understand and to design the work environment to encourage productive behaviors and discourage those that are unproductive.

5.1: DISCUSSION BASED ON THE RESEARCHERS EXPERIENCE AT HR IN INDUSTRY:

Being a Human Resource professional since last 25 + years of strong experiences in the field of Human Resources, Employees Relations, Industrial Relations this study is very grate experiences to me. As I have work in the two different industrial environment and different manufacturing industry and different age of the employee. Initially first 15 years of my experience there were different requirement of human resource professionals from management as well as employee also. But in last 10 to 12 years there have been huge changes in industrial environment where the demand of employees from management and expectation of management from employee also change due to the present market situation and standard of leaving of general population.

The researcher has identified that, although there are industry which are same for the management and employees there is difference in their preferences. As there has been change in the demand of employees from management and employee vice versa the industry also changes so its effect on employees satisfaction and motivation.

As the researcher has started his carrier in the 1986 in this profession there were different differences of employee expectation from management and employee vice-versa. In this decade the need of employee was very limited and restricted. Also there was no any development in communication which leads to they were thinking for themselves only and they were no more knowledge about the overall outside environment. Due to that
there was no any further development in industry and management also no more worried about their product, because customer was also satisfied whatever available in the market they was not so much choose. There were low competitions in the market so management not giving more importance about their employee’s development leads to employee motivation and skill enhancement.

Form the decade of 1990 – 2000 due to Globalization, Privatization and Liberalization the market are open for all the investors globally and reduced the level of restriction on the investment. So numbers of new manufacturer were entered in to the business which leads to increase in competition. Because of this development of communication, change in living standard; expectations also changed from both side. As there manufactures has started investment on their infrastructure for improvement in quality, timely delivery, advertising, product and started to produce verity of the product so this pressure automatically comes to the employees.

Those companies accepted new technology which really think and started steps towards their product development, employee skills development these companies only sustained in the market, and started competition in the market. That period Indian government had introduced IT (computer) technology that time employee were not having trust on technology and reluctant to learn and implement new technology, in that period management faced very tough challenge to impart and convinced employees about new development and benefits of computer technology. But slowly employee understands the situation of the market competition. That time employees also really started to change their attitude towards their job and acceptance towards change in technology.

In the decade of 2000- 2010 there were huge changes in the employee and management perspective. As a researcher being working more than 15 years in various different Indian manufacturing industries, researcher has decided to switch over his job and in September 2005, joined in one of the reputed German multinational corporation manufacturer of auto electronics and lighting electronics. Being an Industrial Relation expert and specialist he had accepted Human Resource challenges in German based
Multinational Corporation. He learns, studied and delivered and implemented best HR Practices in this organization. After three years carrying responsibility of India operation of both plants, during the period of 2008 German management initiated global HR audit. That is in Germany, Northern Ireland, China and India were involved. This audit was conducted by global Head HR from UK. During this audit the researcher had awarded for “Best HR Practices” in the globe and management invited to visit other location plants and share the knowledge with other team members. Based on the researcher visited Northern Ireland in 2008 and successfully share the knowledge with other team members.

In 2010, the same organization took over by another new reputed German Multinational group. This group is about 4500 Cr per annum turn over industry situated internationally in Germany, Spain, China, Philippines and India. The Global Top Management group held their Global Meet in India in February 2014. In that meeting after presentation of researcher global top management has awarded researcher as a Best HR and CSR Practices in Global group level. The same time Top Management requested to visit our different location plant and share your views to improve and develop HR and CSR practices Globally in the Group. Accordingly researched has visited to Other plant in June 2014 and he has studied the employee HR practices related to employee motivation satisfaction and engagement as per below.

The below are the results of level dissatisfaction in Researchers organization and other group organization in different area:
If we study above graph there is difference in overall disaffection level which is very high as compared to researcher own industry and other group industry. Here researcher has proved himself why there is difference in motivation, satisfaction, engagement and other areas. As per the practical experience of researcher you can see the above results, reasons behind dissatisfaction and low employee motivation are the below factors.

**Factors contributing towards employees Motivation:**

- Industry should provide Training to the employee
- Seniors behavior with employee
- Good environment at workplace
- Good welfare facilities
• Opportunities for Career development and Promotion
• Arrangement of Awards, Rewards, Appreciation, Recognition for Good Work
• Employee should have job security
• Salary and Benefits

1) Industry should provide Training to the employee

Training is one of the most effective & important motivator as it gives employees the right skill set which helps them grow in their career path continually. Training is like an investment in the form of motivated employees, who give results continually in the longer run.

A good example is from the Army, training is done for the 99% of the entire service duration of the soldiers & they are motivated as they know that they can deliver their best if there is a need to show their skills in times of war. So we can guess how much important training is for employees who have to perform 100% time.

A good training leads to good performance which actually motivates the employees at work. It is a pity that some of the Senior management people think that Training is only required to fulfill the requirement of ISO & some even feel that it is the part of the perks that company is providing to the employees. This is very wrong thought as I have seen that the delivery of the results depends purely on the skills acquired during the normal working & the skill are in-fact acquired and honed by good & effective training. If the employees are able to do their jobs most effectively spending less resources& delivering high results then it shows that they are the highly motivated employees who are in-fact highly engaged at work. I sincerely believe that employees are able to deliver the desired results when they have proper training for the job that they are expected to do in the workplace. This gives good satisfaction & keeps them highly motivated as they are looked at like a result driven professional. People who are not able to deliver good results are at no fault as their skills were not properly identified & were not given proper & effective training so that they could become
much more effective & motivated at work. Motivation comes when the superiors or peers appreciate our work & make us feel that we are important & our presence makes a difference for the company. Motivation is like a fuel which drives the employees to continually do a better job, this of course is related to training.

Look at the example of the great Epic “The Mahabharata” the 5 pandavas were trained to fight with various weapons & they became experts in their field of weapons. Together these 5 identified their skills & learnt the right skillset & were so motivated that they fought the great battle of Mahabharata with courage & won over the 101 Kauravas brothers, further Lord Krishna trained them even in the battle field & taught various tactics to Arjuna which improved his motivation.

2) **Seniors behave with them humanely:**

Employee gives most preference to this point for their motivation at work place. The role of senior plays important part in the motivation of the employee. Every person looking for the good boss who direct and support his/her subordinate properly. To increase the motivational level of subordinates, the senior should behave with his/her subordinate humanely. He should support to genuine things and also ready to accept his/her own mistakes. He should be good listener. He should listen to the subordinate clearly and also allow them to suggest the things. He should support for the right things and allow subordinates to perform freely, if subordinate doing it for the welfare of the organization. There should be trust between Senior and his subordinate. The senior should be flexible considering expectation of the subordinates. If the senior intentionally try to catch the subordinate in small-small mistakes and try to show his non-performance to the top bosses then the motivation level of the employee affects badly as he/she is not in the position to complaint about his/her senior to the top bosses. The senior should clarify his/her view properly to the subordinate which helps subordinate to know the exact expectation of senior out of it and can perform much better. It is expected from the senior to guide properly for the mistake done by the subordinate instead of just telling them aggressively. In short if the senior listen to
his subordinate properly, try to understand his concern and direct/support him for the right path, sometime may be aggressively then the subordinate also understand the right thing and gets motivated toward their work. It also helps the employee to work in peaceful environment and to develop the healthy personal relation with the senior. Good work culture due to senior humanely behavior motivates the employee for long term association with senior as well as with the organization. There should be no favoritism to his subordinate and he should provide sufficient time frequently to his subordinate to understand the current mind set of all the subordinates. Communication reduces the gap between senior and junior which ultimately motivates the employee for better performance. The subordinate follow his senior only if his/her behavior is humanly or equally treat all.

3) Good environment at work place:

If employee get good environment at work place then they will motivate much more. I feel many companies employee and manager does the politics within employee, not have work balance, harassment, not proper listening of the employees, Managers treat them differently. All these are the factors for bad environment in the organization. This will damage all employee motivation in the organization.

4) Good Welfare Facilities:

Health, safety and welfare are basic requirement at workplace. Welfare Facilities play an important role when concerned to employees. The employer should see to it that the employees get good welfare facilities. Welfare facilities involves drinking water, crèches, washing and bathing facilities, facilities for sitting, rest room, Fid aid appliances, subsidized food, housing, educational facilities, maternity benefits, transportation, sports facilities, and five years completion. Welfare facility provide better physical and mental health to workers and thus promote a healthy work environment. Welfare facilities also help to increase the
productivity of the organization. It also promotes good industrial relation. Welfare facilities is provided by the government and also by the organization but the employees should make good utilization of the facilities provided to them. Also the employees should be aware of the facilities which are applicable to them. Welfare facilities increase the motivational level of the employees. Welfare facilities are useful for the employees and also to their family. Welfare facilities can be classified as statutory and non-statutory welfare schemes.

**Statutory welfare schemes:** The statutory schemes are those that are compulsorily provided by an organization with accordance to law governing the employees.

**Non-statutory welfare schemes:** The non-statutory schemes are those which are not compulsory and might differ from organization to organization.

Welfare facilities also help to improve the work life balance of the employees. Welfare facilities improve the relation between the employer and his employees. Good welfare facilities should be provided to the employees. Health and safety should be considered while giving the welfare facilities to the employees. The employer should try to upgrade the welfare facilities according to the changing work environment. Providing safe drinking water and clean washroom is the basic welfare facility to be provided at workplace.

5) **They get opportunities for career development and promotion:**

Every employee joins an organization with view to develop his career and get promoted. Expectation of an employee from his employer is that the employer should provide the employees with opportunities for growth and promotion. The promotion should be based on the performance and not on favouritism. The employer should not do any kind of partiality when it is concerned to promotion. The employer should give the employees different opportunities to develop themselves and to learn new things. The employer should provide the employees with educational facilities which will help the employee for his career development. The employees should be promoted time to time based on their individual performance. Employee’s career development is linked with
organizational growth. The employees gets a feeling of motivation when they find opportunities for career development and promotion in an organization.

6) They get Awards, rewards, Appreciation, Recognition for Good Work:
Award, Reward, Appreciation, and Recognition are the method to give credit and motivate the employees and to increase his moral for the good job done by him and further better performance. If the employees get appreciation in any kind for the good work done by him, his moral gets increase and it will also help to increase the confidence level of employees. This is also helpful to reduce the mistakes of employees as employees can differentiate the right and wrong work and also understand the expectations organization is having from him/her. There are different methods to give appreciate the work of employees like giving cash/kind gift, promotion, salary increments, recognition letter, providing additional facilities, etc. These kinds of activities increase the enthusiasm of employees in the organisation and perform much better as he/she is getting return for the efforts made by them. As the employee gets famous in the organization because of different appreciation methods, employees motivation level is remain always high.

7) Employee Job Security:
Employees is given first preference for their job security, because they have not proper skill or required skill in other industry they can’t get easily job in the market. Other industry also not prefers other different industries operators due to different culture and benefits. We can define job security as an assurance that an employee’s has about the continuity of his employment in a particular organization. The employee is automatically motivated if job security is provided by his employer in a organization. Job security is always an expectation of employees from his employer in a organization. Job security not only motivates the employees but also encourages him to work hard, which helps the organization to achieve its goal. The job security is important aspect in employee’s motivation. Every person is having his family responsibility on his
shoulder. They need to fulfil the own requirement and family living needs. The responsibility at home keep employee under pressure for which he was looking for job security. The job security is depending on the business conditions, employee’s performance, Suitable work culture, etc. If the employee feels that his job is secure and the working culture is suitable to his requirement, then he can easily focus on his work performance. Job security is nothing but the security of regular earning amount for certain period which meets the daily living expenses of employee and his dependents.

8) **They get more salary:**

Here managers are giving most preference for the employee motivation but employee is not that much. To meet the inflation level with the living expenses of individual employees expecting salary increments after certain period with compare to his contribution in overall business success and claim on the profit of the organization. If the employee gets paid less as compare to market conditions, he/she needs to struggle for managing the daily expenses and meeting the routine personal requirements. This kind of situation demotivates the employee and does not allow focusing on the work and always looks for the better opportunity outside. The salary increment is also depending upon the business conditions. So organization is also having certain restrictions while giving increments to the employees. Organization cannot give the more salary if employees are not performing up to the mark and if the business situations are not good. To keep the employee motivated organization has to give them fair salary as compare to other similar industries outside the market and also provide them the other facilities/benefits which suits to their position in the organization.

**There is difference in researcher’s organization and other group organizations because of researcher does things differently in his organization as follows –**

Health and Safety at Researchers Industry
All appropriate safety measures are taken for safe working environment in the company. Shop floor employees are provided with all safety equipment's like ear plug, safety wristbands, etc. No reportable accident happened during last 5 years. No man-days loss due to accident. Safety training programs are arranged frequently for all employees. Every year National Safety week celebration is conducted in industry India between 4th March to 11th March which includes: Firefighting and First-aid training to all employees. Fire Mock Drill, Essay on industrial safety, slogan and Drawing competition. Awareness training for handling emergency situation and preparation at every six months. Purified Drinking Water. Company provides Mediclaim & GPA coverage to employees in subsidies rate. HR organizes yearly annual health check-up for all employees. Hygienic office & canteen area and Arrangement of Rest room for the sick employees and as per the legal requirement.

**Employees Welfare, Engagement and CSR Activities at Researchers Industry**

**Employee Welfare Activities:**

Free of cost transport service from maximum locations of city. Canteen facility. Group mediclaim policy, Group personal accident policy, Annual sports day activity, Employee annual picnic, Yearly medical check-up for employees. Annual price distribution. Publication in-house magazine “Antarang”, Various festival celebrations, Celebration of machine pooja at factory, Employees various cultural programs, Special Dinner to employees, Marriage gift policy

**CSR Activities:**

Guidance on carrier opportunity after 10th std. at village, Arranged visits of different colleges students for awareness of Manufacturing process and

**Employee Engagement activities:**

Quarterly open session for Staff and operator. Employee’s one to one meeting with Managing Director and Head HR. Works Committee, Canteen Committee, 5S Teams, Woman’s Sexual harassment committee, Kaizen award distribution on weekly basis for best Kaizens, Employee’s birthday celebration and Marriage anniversary gift to employee. High Level employees participation in various cultural and CSR activities. Involvement of all level of employees for change in process. Involvement of all level of employees in production and planning. Quarterly new joinee meeting. Open to all participation for half yearly magazine, “Antarang”.

**Special Achievements of Researcher:**

Zero Minutes production loss in last 9 Years in company due to Industrial relations. No Industrial disputes among the employee - employer & also in employees. All employees feel enthusiastic to work in industry. Majority employee is already in association with organization for more than 5 years. Employees are being more and more actively involved in production process, resulted to increase in active involvement in various activities e.g. Kaizen activity. Increase in participatory management & decision making, rather than autocratic system. Productivity and
efficiency of worker and employees is increasing. Rate of employee satisfaction is also increasing over the period of time. Employees feel motivated while working with company helps to increases employee and organizational effectiveness. The overall positive results are come-out from all area on positive investments.

Arrangement of Platforms available to Raise the concerns in Researchers industry:

Open door policy, various employee committees as “Works Committee”, “Canteen Committee” “Woman's Committee” etc. General staff and operators meetings with top management. General complaint/suggestion boxes, Complaint/suggestion box for Direct to MD only. One to one meeting with MD. Direct meeting of individual operators with HR head Employee satisfaction survey.

What Researcher Do Differently in his Industry…

Strictly prohibited any unfair/wrong practices - like changing weekly offs, duty hrs., prohibited child labour etc., Strong grievance handling procedure - Principal of Natural Justice is followed carefully. Taking care of employees at individual and family level. Rewards and recognitions - Weekly Kaizen Award as a token, “Annual Kaizen award”, “Best Operator”, “Best Attendance”, “Best Education” etc. Opportunity to contract workman to work on company roll on requirement based. Helping hands to employees at difficult times - e.g.: One of 3months working in contract employees death in road accident and HR team help his parents for different insurance and pension benefits, etc.

Workers Participation in Management through –
Daily prayer, Quarterly open session, Different committees like Monthly works committee, canteen committees, Transport Committee etc. Weekly Kaizen presentation, Employee one to one meeting with Managing Director and Head HR.

**Education Policy in Researchers Industry:**

50% Financial Assistance is provided to employees to pursue further education as per their grade and service criteria. It stimulates employee to earn & learn. Helpful to employee for their personal and professional growth and for organisation development. Helpful to increase individual and organizational effectiveness. Help to increase motivation, satisfaction of employee and make long term association with industry.

**Periodical Health Check-up Policy:**

Annual medical checkup provision for employees according to their age. Different medical tests are designed by considering average age of employees. Helpful to reduce employee absenteeism. Helpful to aware employees and their spouse regarding their health. Helpful to save employee and their life. Helpful to increase motivation and satisfaction of employees and their families.

**Employees Welfare Activities**

Employee Annual Picnic, Picnic is arranged every year to out station or nearby city for employees/family. To increase communication and team building among employees. Helps to manage mental stress due to change in daily routine work. Helps to reduce conflicts between employees. Building and maintaining good culture in
organization by way of increasing motivation and satisfaction of the employees. Picnic gives opportunity to show inner talent of the employees.

**Yearly Medical Check-up of Employees:**

We have tie up with the local hospitals for annual & routine medical check-up. As per the legal requirement, we are doing yearly medical check-up of all employees. We have rest room for employee for rest in case of emergency. Help to reduce employee absenteeism. Employee gets awareness of their health status and can take preventive measures to take care of the health. Create feeling of safety and security within employees.

**Annual Price Distribution:**

Every year we arrange function to give appreciation to employees for their achievements and success in different areas inside and outside of the company. Annual Price Distribution Categories: Kaizen Spot Award, Annual Kaizen Award distribution function, Attendance Award Annually, Best Operator Award Monthly, Best Performance Award, Suggestion Award, Safety Week Award, Awards for children of employees, Best Education Award, Sports day winners Award, Cultural program winner Awards, Benefits: Helps to motivate the employees by giving appreciation, Helps to keep employees engage in other curricular activities, Creates healthy work environment in the organisation. Helps to achieve organisation goal.

**Antarang (In-house magazine) Publication:**

We publish this magazine six monthly which helps to boost extra-curriculum activities of employees. Effective medium of communication for management and employees. Employees gets awareness of business situation/departmental activities. Platform to showcase the inner talent of the employees.

**Celebration of Festivals:**
Every year we celebrates different festivals as an Welfare activities, Employee feels good and satisfied for giving importance & celebrating Indian traditional festivals in the organisation. Employee dress up traditionally on the festival and enjoy the day.

**Employees Cultural Programme**:

Every year we celebrates cultural activity programme for employee & their families. Cultural programme helps employees to show their talent and reduce the work stress level. We is celebrate this programme as family get-together where all the employee’s family comes together which helps to build strong relationship in the employees.

**Impact of Recession on the Employees**

The success of any organization is depending on the quality of workforce the organizations have. The performances of employees are the real indicator of organization development. When the business conditions are good in market, the organization is having more orders in hand and ultimately earning more profit out of it. The employees feel secure and earning more in such kind of situations. The motivation level of employees is always high because their workplace needs and routine life demands get fulfilled.

On the Other hand Recession is the reduction in the market shares of business. Recession is the situation where management is facing the problem of balancing the level of expenses and revenue of the business. Organization condition and employees interest in the job is interlink in following manner:

1) **Earning Loss of employees due to reduction in production quantity**: More the quantity for manufacturing more the Profit. In the normal business conditions employees needs to do extra worker working which helps them to earn more money. In the recession period the quantities needs to be produce gets drastically reduce and employees needs to work only for normal working hours and some
times may need to face the situation of Lay-off. The earning level of employees also gets reduce which affect their routine life expenses.

2) **Job Security:** The employees feel unsecure about their employment condition as recession forces to management to take some hard decisions like temporary separation of employees, business closure, Lay-off, reduction of Manpower, etc. Employees may loss their jobs due to bad business conditions in the market and to cop up with the challenging market situations.

3) **Payment Uncertainty:** The organisation can pay to their employees if they are having sufficient manufacturing orders. The employees may not get paid in time or may get partly payment in the recession period. The uncertainty of time and amount of income hampers the daily living expenses of employees. Employees need to straggle to manage their financial situation as per the need.

4) **Under Pressure Situation:** The employees are seems always in under pressure situation as the fear of job security, payment uncertainty, other personal and financial management, etc is always there in the recession period. The employees are not free to perform at their best due to lack of concentration and pressure situation from market as well as from management.

5) **Reduction in Motivation level:** To keep the employees motivated at work, management has to provide them with the healthy working conditions and with the required benefits and facilities at work. The slow down in the business restrict the management from doing such kind of activities. The employees motivation level gets reduce due to absence of above conditions as well as the pressure situation in managing their work-life. The moral of employees get down.

6) **Poor quality of Output:** Due to the less moral and motivation level of employees, they are not able to focus on the work which affects the level of performance of the employees. The poor quality of output again affects the level of business order in recession period. The performance of employees helps the
business to gets more & more order from market to control and improve the business situation in the worst business conditions.

7) **Work-Life Balance:** The bread and butter of employees and their families are depending on the level of their earning. If the earning gets reduce, the employee’s frustration level automatically gets increase as they need to manage their living expenses and other financial conditions. The frustration hampers the behavior of employees at work as well as in his/her personal life. The employee is not in the position to focus on any one area as both the things are highly interlink.

8) **Affect the Health of employee:** Market uncertainty and its impact on the employee’s life badly affect the health level of employee’s not only physical but also mental condition. The employee was fighting to secure his job in recession period as due to recession they are not in the position to look better opportunity outside in the market. The continuous pressure and fear of loss of job affect the health of employees and it’s again hamper the productivity level of employee.
5.2 Summary of Findings:

5.2.1 Forms of Motivation Available to Workers:

The motivational packages available to workers in the organizations are mismatching with the employee’s needs. The situation is very tricky among the operators’ and managers because operators think they are not having job security. In the case of managers the emphasis is given on salary, pay and packages, whereas the employees are giving the emphasis to their job security book and research allowance, professional allowance, off campus allowance, entertainment allowance and excess marking claims are the motivational package available to them. They did not see motivation to be a serious obstacle in executing work assigned to them.

5.2.2 Motivational Factors

After the discussion with various managers of different companies researcher has come to the conclusion of the factors responsible for the motivation. These factors includes Training, seniors humanely behavior with employees, good environment at workplace, good welfare facilities, opportunities for Career development and Promotion, Awards, Rewards, Appreciation, Recognition for Good Work, job security.

5.2.3 The Role of Motivation on Employee Job Performance

Motivation plays a very crucial role in employee’s job performance. The improved job performance is directly proportional to organizational development. Without motivation workers may not put in their or her best on the job. According to Robert (2005), the manager’s job is to ensure the work done through employees is possible. The researcher
has identified the impact factors which can be observed once the employees are motivated. These factors includes Give good Productivity, Quality & Efficiency, Helps to improve working environment, Helps to improve working environment, Learn and do new things, Perform multiskill jobs, Improve their carrier growth, Maintain good work life balance, Improve interpersonal relationship, Are more satisfied & enjoy their work, Are open to change their Behavior & Attitude, Are highly disciplined.

5.2.4 FINDINGS FROM THE DATA ANALYSIS:

1. In the case of the satisfaction of the employees towards overall support from Hr department 93 % are satisfied with the same.

2. In the case of the satisfaction of the employees towards the types of incentives and other benefits are motivating at their company 89% of the employees are satisfied.

3. In the case of the satisfaction of the employees towards Personnel policies and other welfare measures at their company 90% of the employees are satisfied.

4. In the case of the satisfaction of the employees towards mechanisms to reward/appreciate any good work done or any contribution made by the employees 90% of the employees are satisfied.

5. In the case of the satisfaction of the employees towards having good relations with my colleagues and superiors 97% of the employees are satisfied.

6. In the case of the satisfaction of the employees towards adequacy of Safety measures at workplace 93% of the employees are satisfied.
7. In the case of the satisfaction of the employees towards a strong feeling of team spirit, co-operation and good working environment in the company 96% of the employees are satisfied.

8. In the case of the satisfaction of the employees towards management’s interest in motivating the Employees 93% of the employees are satisfied.

9. In the case of the satisfaction of the employees towards feeling secure about my continued employment at this organization 95% of the employees are satisfied.

10. In the case of the satisfaction of the employees towards systems of Salary Increments are helpful to get employees motivated 94% of the employees are satisfied.

11. In the case of the satisfaction of the employees towards having Career development and Promotion opportunities in this Organisation 93% of the employees are satisfied.

12. In the case of the satisfaction of the employees towards management’s style of involving us in decision making which are related to our department/work 89% of the employees are satisfied.

13. In the case of the satisfaction of the employees towards Good salary paid to employees who do their jobs very well motivates them 93% of the employees are satisfied.

14. In the case of the satisfaction of the employees towards the shift timings given in the company 94% of the employees are satisfied.

15. In the case of the satisfaction of the employees towards job 93% of the employees are satisfied.
16. In the case of the satisfaction of the employees towards the training needed to do their job
95% of the employees are satisfied.

17. In the case of the satisfaction of the employees towards help got to maintain good work life balance to employees 95% of the employees are satisfied.

18. Regarding factors contributing towards employee motivation perceived by employees 80% of employees are agreed to the factor training.

19. Regarding factors contributing towards employee motivation perceived by employees 90% of employees are agreed to the factor Seniors humanely behavior with them.

20. Regarding factors contributing towards employee motivation perceived by employees 93% of employees are agreed to the factor good environment at workplace.

21. Regarding factors contributing towards employee motivation perceived by employees 92% of employees are agreed to the factor good welfare facilities.

22. Regarding factors contributing towards employee motivation perceived by employees 90% of employees are agreed to the factor getting opportunities for Career development and Promotion.

23. Regarding factors contributing towards employee motivation perceived by employees 92% of employees are agreed to the factor getting Awards, Rewards, Appreciation, Recognition for Good Work.
24. Regarding factors contributing towards employee motivation perceived by employees 92% of employees are agreed to the factor having job security.

25. Regarding factors contributing towards employee motivation perceived by employees 92% of employees are agreed to the factor getting more salary.

26. Regarding factors contributing towards employee motivation perceived by managers 91% of employees are agreed to the factor training.

27. Regarding factors contributing towards employee motivation perceived by managers 91% of employees are agreed to the factor Seniors humanely behavior with them.

28. Regarding factors contributing towards employee motivation perceived by managers 93% of employees are agreed to the factor good environment at workplace.

29. Regarding factors contributing towards employee motivation perceived by managers 86% of employees are agreed to the factor good welfare facilities.

30. Regarding factors contributing towards employee motivation perceived by managers 95% of employees are agreed to the factor getting opportunities for Career development and Promotion.

31. Regarding factors contributing towards employee motivation perceived by managers 94% of employees are agreed to the factor getting Awards, Rewards, Appreciation, Recognition for Good Work.

32. Regarding factors contributing towards employee motivation perceived by managers 95% of employees are agreed to the factor having job security.
33. Regarding factors contributing towards employee motivation perceived by managers 93% of employees are agreed to the factor getting more salary.

34. Impact of motivation on the good Productivity, Quality & Efficiency as perceived by the managers- 95 % of managers agreed.

35. Impact of motivation on the helps to improve working environment as perceived by the managers- 91 % of managers agreed.

36. Impact of motivation on the learning and doing new things as perceived by the managers- 91 % of managers agreed.

37. Impact of motivation on performing multi skill jobs as perceived by the managers- 93 % of managers agreed.

38. Impact of motivation on the improvement in their carrier growth as perceived by the managers- 91 % of managers agreed.

39. Impact of motivation on the Maintain good work life balance by the managers- 94 % of managers agreed.

40. Impact of motivation on Improve interpersonal relationship as perceived by the managers- 95 % of managers agreed.

41. Impact of motivation on the more satisfied & enjoy their work as perceived by the managers- 94 % of managers agreed.

42. Impact of motivation on the openness to change their Behavior& Attitude as perceived by the managers- 95 % of managers agreed.
43. Impact of motivation on the good discipline as perceived by the managers- 93 % of managers agreed.

44. It was observed that for training employees has given 8th rank

45. Whereas for training managers has given 5th rank.

46. It was observed that for the humanly behaviour of the managers employees has given 2nd rank

47. Whereas managers has given 8th rank for the humanly behaviour of the managers employees.

48. It was observed that for good environment at workplace employees has given 3rd rank

49. Whereas managers has given 7th rank for good environment at workplace employees.

50. It was observed that for good welfare facilities employees has given 7th rank

51. Whereas managers has given 2nd rank for good welfare facilities employees.

52. It was observed that for opportunities for career development employees has given 6th rank.

53. Whereas managers has given 4th rank for opportunities for career development.
54. It was observed that the for awards and rewards employees has given 5th rank

55. Whereas managers has given 6th rank for awards and rewards.

56. It was observed that for the job security training employees has given 1st rank

57. Whereas managers has given 3rd rank for the job security training.

58. It was observed that for the salary employees has given 4th rank

59. Whereas managers has given 1st rank for the salary.