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Role of Motivational Activities in Determining Employee Motivation and its Impact on Job Satisfaction of Public Sector Executives: An Empirical Study

Sony Kumari
Ph.D. Research Scholar, University Department of Cmmerce and Business Management, Ranchi University, Ranchi, India

Abstract: ***The present study aims at examining the role of motivational activities in determining employee motivation and their effects on jobs satisfaction of executives in Indian public sector organization. Study is basically based on primary data collected from 50 sample executives using well structured questionnaire. The cross sectional data of variables prepared for each of 50 respondents on the basis of the five point response category of Likert type. Two- tailed t-test and F-test are employed for testing the hypotheses implied in the hypothesized research models. The IBM SPSS 20 and Microsoft Excel 07 have been used for data processing and data analysis. The empirical results revealed that the broad motivational activities like pay & perks, career & development, work life & culture and welfare facilities significantly determines the level of employee motivation of executives. The results also established that employee motivation is an important antecedent of job satisfaction. The limitations of the study also indicated.***

Keywords: Employee Motivation, Executives, Job Satisfaction, Motivational Activities, Public Sector Organization.

I. INTRODUCTION

In a fast changing global business environment it has become necessary to empower the human resource and make strategy for motivating and satisfying the employees for achieving the business goals. Under the circumstance, the study of motivational activities which determines the level of satisfaction in the organization, is important not just to handle the turnover but also to get rid of adverse effects of dissatisfaction like absenteeism, low performance, lower morale and less orientation towards organizational objectives which is caused by the lack of motivational activities or inadequate efforts in providing those activities. It is the organizational behavior represented by the organizational senior management which effects the level of motivation and satisfaction through its beliefs, principle and underlying values which are closely followed by organization [1].

Motivation also positively influences performance at individual and group level ultimately affecting the organizational performance [2]. It is not possible for any division to solely motivate and satisfy employees without support of the senior management active participation and interest [3].

Higher management have to take clue of dropping performance may not be due to the external factor of motivation but could be effect of dissatisfaction from the tasks and the output achieved [4]. It is suggested that they have to focus on developing jobs which involves employee and motivates and fulfils the daily expectation [5].

Today`s business environment is such that more or less most of the resource are available and could be acquired but the talented human resource is not easily available and if found takes time to develop and effectively perform for which human resource management activities play a critically important role in developing such employee base and optimal utilization. It is the key factor to create a competitive edge [6]. Impact of motivational activities on the overall achievements of CCL has already been examined and established[7]. Hence it is imperative to examine the role of motivational activities and facilities in influencing employee motivation and subsequent benefits thereof.

II. OBJECTIVE

The objective of this study is to examine the role of motivational practices in determining employee motivation and its impact on job satisfaction in the case of a public sector organization namely Central Coalfields Limited (CCL), Ranchi, Jharkhand, one of the subsidiaries of Coal India Limited (CIL), a single largest coal producing company in the world.

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III. THE KEY CONCEPTS

1) *Motivation*: The term motivation has been derived from the word 'motive', A motive is an inner state that energizes, activates or moves directs or channels behavior towards goal [8]. Motivation is a process that starts with a physiological or psychological deficiency or need that activates behavior or a desire that is aimed at a goal or incentive. Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal oriented pattern towards restoring a state of equilibrium by satisfying the need[9]. Thus motivation is the act of stimulating someone or oneself to get desired course of action to push right button to get desired reactions. If sufficient amount of activities and facilities are made available by the organization then the employees shall feel motivated and utilize their skills to the benefit of the organization, leading to improve the organization`s performance. The CCL is very keen and careful in providing necessary motivational activities and facilities to the employees for stimulating them to work hard for achieving the goal of the company. Various motivational activities and facilities made available by CCL to its employees are pay & perks, post retiral benefits, CSR activities, HR initiatives and welfare facilities [7].
2) *Employee Motivation*: Employee motivation is a critical aspect at the workplace which leads to performance of the department in particular and the organization in general. It fact, it is the responsibility of the management to motivate the employees because it allows management to achieve the organization`s goal. If the organization fails to motivate the employees, at the workplace, the organization find itself in a very difficult position. Employee motivation is an intrinsic and internal drive to put forth the necessary effort and action towards work related activities [10]. It is also defined as the enthusiasm, energy level, commitment and the amount of creativity that an employee brings to the organization on a daily basis. Employee motivation is also about how engaged an employee feels in tandem to the organization`s goals and how empowered he/she feels [11]. Motivated employees are inclined to be more productive than non- motivated employees. If employee is motivated through various motivational activities and facilities, then he/she will do his/her work in a very impressive way and then the result will be good and the motivated employees will motivate other employees at the work place. Motivation of employees is one such function which every manager has to performs as a friend and motivator of his subordinates. It is an integral part of management process itself. Thus motivation of employees is essential and motivated employees are an asset to an organization [11].
3) *Job Satisfaction*: Job satisfaction is defined as any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say I am satisfied with my job [12]. Job satisfaction is a positive effect of employees towards their job or job situation[13]. Job satisfaction has to do with the way how people feel about their job. That is why job satisfaction and job dissatisfaction can appear in any given work situation [14]. Job satisfaction can also be defined as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation [15]. Job Satisfaction is essentially the extent to which someone likes his or her job [16]. Job satisfaction is considered as the most important and frequently studied attitude in the field of organizational behavior. Its importance to managers and researchers is, due to the fact, that job satisfaction has the potential to affect a wide range of behaviors in organizations and contribute to employee`s levels of wellbeing. Employees, who are more satisfied with their jobs, tend to perform better than those who are less satisfied [17].

IV. RESEARCH MODEL AND HYPOTHESES

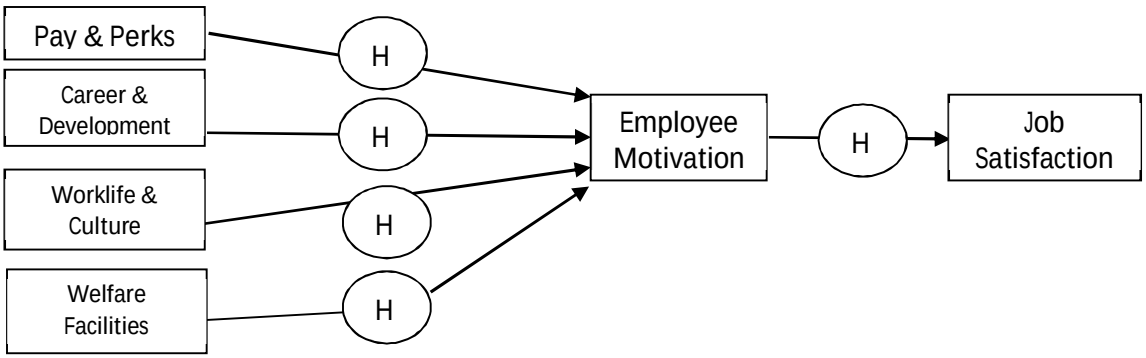

Figure 1: Hypothesized Research Model

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Figure-1 depicts the nature of association between individual motivational activities and employees motivation. The arrows indicate that all items of motivational activities affects employee motivation and employee motivation affects job satisfaction. The hypotheses implied in the research model are the following.

1) *H_1:* Pay & Perks significantly affects employee motivation.
2) *H_2:* Career & Development significantly affects employee motivation.
3) *H_3:* Work life& Culture significantly affects employee motivation.
4) *H_4:* Welfare Facilities significantly affects employee motivation.
5) *H_5:* Employee Motivation significantly affects Job Satisfaction.

H_1 through H_4 measures the direct effect of motivational activities and facilities on employee motivation whereas H_5 measures the indirect effect of motivational activities on job satisfaction through employee motivation; motivational activities effect employee motivation and employee motivation effects job satisfaction. For the purpose of testing these hypotheses the following structural response models have been formulated.

Response Model I: $EM_i = a+bP\&P_i+u_i$
Response Model II: $EM_i = a+bC\&D_i+u_i$
Response Model III: $EM_i = a+bW\&C_i+u_i$
Response Model IV: $EM_i = a+bWF_i+u_i$
Response Model V: $JS_i = a+bEM_i+u_i$

Where,

EM_i = Value of employee motivation variable of the ith respondent as per the sample respondent's perception measured by average summated scale (i=1,2,3-------n=50).

$P\&P_i$ = Value of Pay & Perks variable of the ith respondent as per sample respondent`s perception measured by average summated scale (i=1,2,3-------n=50).

$C\&D_i$ = Value of Career & Development variable of the ith respondent as per sample respondent`s perception measured by average summated scale (i=1,2,3-------n=50).

$W\&C_i$ = Value of Worklife & Culture variable of the ith respondent as per sample respondent's perception measured by average summated scale (i=1,2,3-------n=50).

WF_i = Value of Welfare Facility variable of the ith respondent as per sample respondent's perception measured by average summated scale (i=1,2,3-------n=50).

JS_i = Value of Job Satisfaction variable of the ith respondent as per sample respondent's perception measured by average summated scale (i=1,2,3-------n=50).

a = Constant.

b = Regression Coefficients.

u_i= Usual random term.

V. THE DATA AND METHODOLOGY

1) *The Data*: This study is basically based on the primary data collected from a sample of 50 respondents i.e. executives (out of 328 executives) using well structured questionnaire prepared for this purpose. The questions are appended as Annexure-I. The judgement sampling technique- one of the non-parametric sampling- was considered appropriate and used for conducting the survey. It took about six weeks time during November-December 2019. Published and unpublished secondary data and websites related to the study have also been used. The five point response category of Likert type [18] has been used in preparing the data . The responses are quantified by allotting the numerical value 1 for Strongly Disagree (SD) and 5 for Strongly Agree (SA) or 1 for Very Low (VL) and 5 for Very High (VH) as the case may be for each of the question considered. At the time of evaluation and analysis of data, these Likert items, which happens to be inclusive are amalgamated or merged into one variable or scale which is composite in nature [19]. This type of pooled data is known as Likert scale or summated scale. Summated scale is one of the latest scale technique formulated in academic research. The summated scale, thus computed has been transformed into average summated scale for each of the 50 respondents for all six variables namely Pay & Perks scale, Career & Development scale, Worklife & Culture scale, Welfare Facility scale, Employee Motivation scale and Job Satisfaction scale for further analysis. Four broad groups of motivational activities as identified earlier viz. pay & perks, career & development, worklife & culture and welfare facilities [20] have been used as determinants of employee motivation in this study.

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2) Methodology: Appropriate statistical methods are used for estimation of models, testing the significance of association and overall significance of the models. The parameters of structural response models estimated using Ordinary Least Squares method. The significance of regression coefficients tested using two-tailed t-test. Adjusted R2 values and F- values computed and presented along with the results. The IBM SPSS 20 and Microsoft Excel 07 used for data preparation and data analysis.

VI. EMPIRICAL RESULTS AND TEST OF HYPOTHESES

This section has two parts. First presentation of descriptive statistics of variables including Cronbach`s alpha for testing the reliability and validity of scales. Second, presentation of empirical results of different combinations of independent and dependent variables for measuring the significance of associations.

A. Test of Reliability and Validity of Scales

The descriptive statistics related to variables / scales along with Cronbach's alpha computed and presented in Table-1.

Table 1 : Descriptive Statistics

Scales	Items	Sample Size	Mean	Standard Deviation	Cronbach`s alpha
1. Pay & Perks	04	50	3.85	0.66	0.656
2. Career & Development	04	50	3.40	0.61	0.620
3. Worklife& Culture	05	50	3.61	0.56	0.794
4. Welfare Facilities	06	50	3.32	0.56	0.747
5. Employee Motivation	19	50	3.55	0.42	0.853
6. Job Satisfaction	06	50	3.74	0.58	0.819

Source : Computed from the survey data.

Table-1 exhibits that the values of Cronbach`s alpha are more than the limit of reliability i.e. 0.60. This means that all scales are acceptable and their reliability is ideal for further analysis. These results also indicate that all items of different scales are valid and suitable to measure attitude of employees towards motivational activities, employee motivation and job satisfaction.

B. Test of Hypotheses

The test of hypotheses conducted in the light of regression results for different combination of variables measuring association between them. The combination- wise results are presented in Table-2 through Table-16 and the relevant hypotheses tested.

C. Relationship Between Pay & Perks and Employee Motivation

1) Regression Results

Table 2 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654a	0.428	0.416	0.32464

a. Predictors: (Constant), M1 (Pay and Perks)

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Table 3 : ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.783	1	3.783	35.891	.000a
	Residual	5.059	48	0.105		
	Total	8.841	49			

a. Predictors: (Constant), M1(Pay and Perks)

b. Dependent Variable: M6(Employee Motivation)

Table 4 : Coefficients(a)

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
(1	(Constant)	1.753	0.303		5.777	0
	M1	0.48	0.08	0.654	5.991	0

a. Dependent Variable: M6(Employee Motivation)

2) Hypothesis H_1: Pay & Perks significantly affects Employee Motivation.

This hypothesis is tested by the results in Table- 2 to Table- 4. These tables explain the nature and magnitude of relationship between pay & perks, one of the motivational activities of CCL and employee motivation. The regression coefficient (0.480) is positive and statistically highly significant at 1 percent level of significance using two-tailed t-test. [P (t>2.390)= 0.01]. The adjusted R^2 value is 0.416 which indicates that 41.6 percent variation in employee motivation is explained by a single variable- pay & perks. F-value for degree of freedom $v_1=1, v_2=48$ is very high (35.89) and highly significant at 1 percent level of significance [P(F>7.08) = 0.01]. Thus primary cross-sectional data supports the hypothesis and, therefore, the hypothesis Pay & perks significantly affects employee motivation is accepted and established.

D. Relationship Between Career & Development and Employee Motivation

1) Regression Results

Table 5 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653a	0.426	0.414	0.32515

a. Predictors: (Constant), M2(Career and Development)

Table 6 : ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.767	1	3.767	35.628	.000a
	Residual	5.075	48	0.106		
	Total	8.841	49			

a. Predictors: (Constant), M2(Career and Development)

b. Dependent Variable: M6(Employee Motivation)

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Table 7 : Coefficients(a)

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.751	0.305		5.747	0
	M2	0.502	0.084	0.653	5.969	0

a. Dependent Variable: M6(Employee Motivation)

2) Hypothesis H_2: Career & Development significantly affects Employee Motivation.

The results presented in Table-5 to Table-7 have been used for testing this hypothesis. It is quite clear that the regression coefficient (0.502) is positive and highly significant at 1 percent level of significance. The adjusted R^2 value (0.414) is very high. F-value (35.628) is also very high and highly significant at 1 percent level of significance. Thus the hypothesis' Career & Development significantly effects employee motivation is accepted.

E. Relationship Between Worklife & Culture and Employee Motivation

1) Regression Results

Table 8 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886a	0.784	0.78	0.1994

a. Predictors: (Constant), M3(Worklife and Culture)

Table 9: ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.933	1	6.933	174.374	.000a
	Residual	1.908	48	0.04		
	Total	8.841	49			

a. Predictors: (Constant), M3(Worklife and Culture)

b. Dependent Variable: M6(Employee Motivation)

Table 10 : Coefficients(a)

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.342	0.17		7.913	0
	M3	0.609	0.046	0.886	13.205	0

a. Dependent Variable: M6(Employee Motivation)

2) Hypothesis H_3: Work life & Culture significantly affects Employee Motivation.

This hypothesis is tested by the results presented in Table-8 through Table- 10. The results reveal that regression coefficient (0.609) is positive and highly significant at 1 percent level of significance. Adjusted R^2 value (0.780) is very high. The F-value (174.374) is also very high and highly significant at 1 percent level of significance. Thus the hypothesis `Work life & Culture significantly affects employee motivation` is accepted and established.

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F. Relationship Between Welfare Facilities and Employee Motivation

1) Regression Results

Table- 11 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737a	0.543	0.533	0.29022

a. Predictors: (Constant), M4(Welfare Facilities)

Table- 12 :ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.798	1	4.798	56.97	.000a
	Residual	4.043	48	0.084		
	Total	8.841	49			

a. Predictors: (Constant), M4(Welfare Facilities)

b. Dependent Variable: M6(Employee Motivation)

Table-13 : Coefficients(a)

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.611	0.26		6.191	0
	M4	0.587	0.078	0.737	7.548	0

a. Dependent Variable: M6(Employee Motivation)

2) Hypothesis H_4: Welfare Facilities significantly affects employee motivation.

This hypothesis is tested by the results presented in Table-11 through Table-13. The regression coefficient (0.587) is positive and highly significant at 1 percent level of significance. Adjusted R^2 value is 0.533. F-value at appropriate degree of freedom is 56.97, which is highly significant at 1 percent level of significance. Thus the cross-sectional data supports the hypothesis ` Welfare facilities significantly affects employee motivation ` and therefore accepted.

G. Relationship Between Employee Motivation and Job satisfaction

1) Regression Results

Table- 14 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705a	0.497	0.486	0.4183

a. Predictors: (Constant), M6(Employee Motivation)

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Table- 15 : ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.289	1	8.289	47.374	.000a
	Residual	8.399	48	0.175		
	Total	16.688	49			

a. Predictors: (Constant), M6(Employee Motivation)

b. Dependent Variable: M7(Job Satisfaction)

Table- 16 : Coefficients(a)

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.296	0.503		0.589	0.558
	M6	0.968	0.141	0.705	6.883	0

a. Dependent Variable: M7(Job Satisfaction)

2) Hypotheses H_5: Employee Motivation significantly affects Job satisfaction.

This hypothesis is tested using the results presented in Table -14 to Table-16. The regression co-efficient (0.968) is positive and highly significant at 1 percent level of significance. The adjusted R^2 value (0.486) is very high. F-value at appropriate degree of freedom is 47.374 which is highly significant at 1 percent level of significant. Thus the cross-sectional data supports the hypothesis Employ motivation significantly affects job satisfaction and therefore accepted and established.

Thus the empirical study indicated that the motivational activities and facilities provided by the CCL to the executives as measured by the schemes of pay & perks, career & development, worklife & culture and welfare facilities, sufficiently motivated the executives for doing good works for the organization. This is indicated by the significantly positive regression coefficients of the structural response models. This study also indicated that employee motivation significantly affects the job satisfaction of executives. Another qualitative response analysis [20] also shows that CCL has greatly succeeded in motivating its employees with monetary factor i.e. attractive pay & perks, but the magnitude of success is not so great in the case of non-monetary factors like career & development, worklife & culture and welfare facilities. Reference [21], however, shows that the relationship is strong for intrinsic than extrinsic rewards and monetary rewards do not account for the variance in intrinsic motivation above that of non-monetary rewards. It has also been observed that pay and appreciation are not directly effecting the employee motivation job satisfaction also has no direct link with employee motivation but training of employees, expectancy and knowledge transfer have direct relationship with employee motivation[22].

VII. CONCLUSION

The empirical study based on 50 executives of CCL, indicated that motivational activities like pay & perks, career & development, work life & culture and welfare facilities significantly determines the level of employee motivation as revealed by significantly positive regression coefficients in the response models. This study also indicated that employee motivation significantly affects job satisfaction of executives. In other words the motivational activities directly affect employee motivation and indirectly affect job satisfaction through employee motivation. The conclusion is that motivation is an important antecedent of job satisfaction.

VIII. LIMITATIONS OF THE STUDY

The Sample Size is only 50 respondents. Greater Sample Size could have produced more constructive results. The response analysis is based on respondent's responses which are subject to respondent's bias. The Likert Scales used in quantitative analysis are a direct measure of fairness, wherein the respondents might have experienced a conformatory bias in attempting 25 questions considered in the questionnaire. This is a Single method and a Single respondent study, which as a limitation can be addressed in future researches as an extension of this methodology.

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APPENDIX

Appendix 1: Questions used in the Questionnaire

Please make your response by using (✓) mark in the appropriate column for the below mentioned questions in a scale of 1 to 5.

Questions related to Pay & Perks.

S. No.	Questions	VL	L	N	H	VH
1	What you consider the pay & perks of CCL as compared to other companies ?					
2	What is your expectation about getting the arrear of pay & perks in time ?					
3	What is your expectation of getting the salary revision done in time ?					
4	What is your expectation about getting the retrial benefits in time ?					

Questions related to Career & Development

1	What is your expectation that you will be promoted to the next higher level in time ?					
2	What is the likelihood of continuing your service in CCL, at least for next three years ?					
3	How you evaluate the various training programmes organized by CCL for the employees ?					
4	What is the chance that you would recommend CCL to other prospective job seekers ?					

Questions related to Worklife & Culture

1	What is the extent of your feeling that your immediate supervisor maintains good relationship and guide you in your work ?					
2	To what extent your expectation of getting mentorship from the experienced employees of CCL is fulfilled ?					
3	What is the extent of your feeling that your work schedule fits your lifestyle ?					
4	What is the extent of your feeling that CCL motivates you for better performance/ contribution / excellent work ?					
5	What is the extent of your feeling that CCL management takes care of balancing your work and personal life ?					

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Questions related to Welfare Facilities

1	How do you mark the hospital facilities?					
2	What is the level of housing facilities in CCL?					
3	What is the level of canteen facilities in the campus?					
4	What is the level of educational facilities provided to the children in schools funded by CCL?					
5	To what extent the loan facilities are provided to the employees?					
6	What is the level of sports facilities given to the employees?					

Questions related to Job Satisfaction

		SD	**D**	**N**	**A**	**SA**
1	Do you agree that you are satisfied with your job and the kind of work you do?					
2	Do you agree that you get enough relevant training for your present job?					
3	Do you agree that CCL has provided all necessary materials/ equipment's/ human resources/ tools required to do your work well ?					
4	Do you agree that the working conditions in CCL is very satisfactory to you at the present time ?					
5	Do you agree that your superior recognizes and acknowledges your good performance ?					
6	Do you agree with the statement that "overall, I am satisfied with my present job ?					

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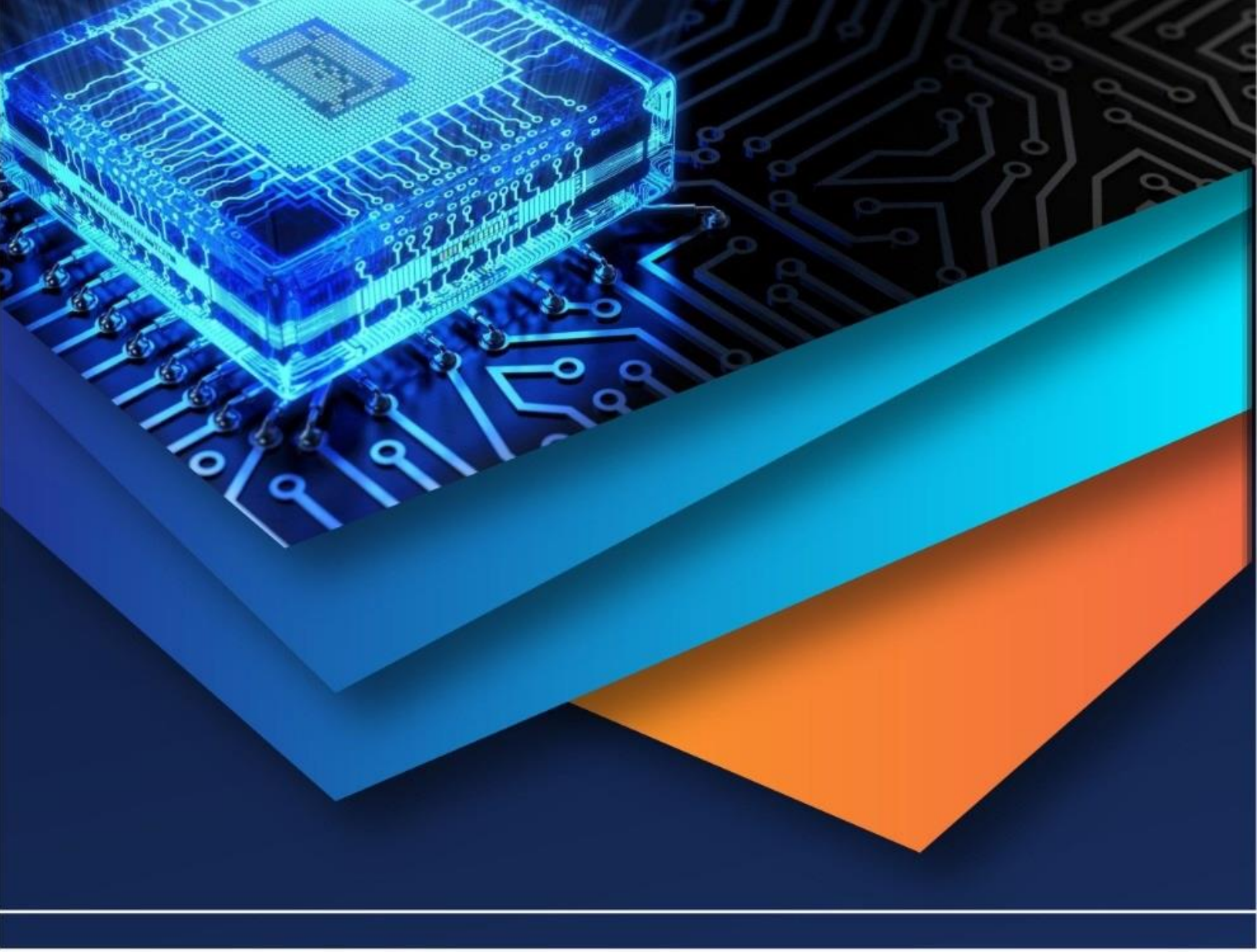

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