A STUDY OF MOTIVATION TECHNIQUES AND ITS EFFECTS ON EMPLOYEES WITH SPECIAL REFERENCE TO MERIIBOY ICECREAM, TRIVANDRUM

PROJECT REPORT

SUBMITTED TO

The University of Kerala in partial fulfillment of the requirements for the award of the degree of Bachelor of Commerce (Tax Procedure And Practice)

SUBMITTED BY

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Examination code: 33718601   **Course code: CX 1644**

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2018-2021

UNIVERSITY OF KERALA MAR IVANIOS COLLEGE OF ARTS AND SCIENCE MAVELIKARA

<u>CERTIFICATE</u>

This is to certify that the project report entitled "**A STUDY OF MOTIVATION TECHNIQUES AND ITS EFFECTS ON EMPLOYEES WITH SPECIAL REFERENCE TO MERIIBOY ICECREAM, TRIVANDRUM**" is a bonafide record of work done by **AJAY KRISHNAN A**(33718171002), **ANURAG MATHEW** (33718171003), **HARIGOVIND K** (33718171009),

ASHLY THOMAS (33718171033), MERLIN THOMAS (33718171042) students of B.com Commerce Tax Procedure And Practice, Mar Ivanios college of Arts and Science Mavelikara under our guidance and supervision in partial fulfillment of the requirement for the award of degree in Bachelor of Commerce (Tax Procedure and Practice), of the University of Kerala.

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ACKNOWLEDGEMENT

We would like to express our gratitude and thanks to all who gave us the possibility to complete this project.

We would like to thank our Director **Rev.Fr Thomas Puthenparambil,** Principal **Prof. Dr. K.C. Mathai** of Mar Ivanios College of arts and science for their valuable opinions, encouragements and guidance throughout the course.

We would also like to extent our gratitude to the Head Of the Department **Prof. Dr. Abraham Punnoose** for supporting and guiding us.

We take this opportunity to express our thanks and gratitude to our faculty guide **Asst. Prof. Jincy Johnson** for the learning opportunities provided, giving instructions, suggestion and supporting us for the completion of the project.

We also take this opportunity to thank all respondents from the local residents for their cooperation. Also thanks to our families for their help and encouragement which was a great support for the project.

Above all, thanks to God Almighty for his protection and giving us the ability to do the work.

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DECLARATION

We hereby declare that this report is a bonafide record work done by us in "**A STUDY OF MOTIVATION TECHNIQUES AND IT'S EFFECTS ON EMPLOYEES WITH SPECIAL REFERENCE TO MERIIBOY ICECREAM, TRIVANDRUM**", in partial fulfillment of the requirement for the award of the Bachelor of Commerce (Tax Procedure and Practice), of the University of Kerala. The findings in this report are based on research done by us and are not reproduced from any other source.

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CHAPTER – 1

INTRODUCTION

1.1 INTRODUCTION

The efficiency of a person depends on two factors, firstly, the level of ability to do a certain work, secondly, the willingness to do work. So for as the first factor is concerned it can be acquired by education and training, but the second factor can be created by motivation. A person may have several needs and desires. It is only strongly felt needs which motives become. Thus motives are a product of needs and desires motives are many and keep on changing with times are invisible and directed towards certain goals.

Motivation means that process which creates on inspiration in a person to motivation is derived from the word 'motive' which means the latest power in a person which impels him to do a work.

Motivation is the process of steering a person's inner drives and action towards certain goals and committing his energies to achieve these goals. It involves a chain reaction starting with felt needs. Resulting in motives which give rise to tension which census action towards goals. It is the process of stimulating people to strive willingly towards the achievement of organizational goals motivation may defined as the work a manager performs an order to induce subordinates to act on the desired manner by satisfying their needs and desires. Thus motivations is concerned with how behavior gets started, is energized, sustained and directed.

1.2 HISTORY

Meriiboy is a division of Cousins Group, a business venture founded in 1990, by 5 closely knit families. Over the years, the group has developed diverse interest from plastic modeling to ice cream and more. The first ice cream factory unit was setup in 2003 at Kalady with a capacity of 600 L a day. Today, the group hold four advanced units manufacturing over 5 million liters every day.

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In 2006 Cousins Group started the second ice cream factory in Kinfra Food Processing Park, Calicut, catering to Northern Kerala. In 2010 the third factory commissioned at Trivandrum as a part of market expansion. The fourth factory was inaugurated at Kannur and reaches production capacity of 8 million liter per annum. In 2013 Meriiboy becomes a major player in Kerala and awarded ISO 22000:2005 certifications by BUREAU VERITAS for Kalady factory distribution network spread across 1200 dealers and 400 distributors in Kerala, Tamil Nadu and Karnataka .

Meriiboy is one of the largest producers of fresh ice cream, based in South India. The brand is known across Kerala and in the emerging markets of Tamil Nadu and Karnataka for its original freshness and unmatched quality. The brand pays great attention to quality at every level, from the sourcing of fresh raw material to testing, manufacturing, packaging and the finished product. Made with state-of the-art production techniques and a comprehensive hygiene policy, every Meriiboy product is nothing less than world class.

1.3 STATEMENT OF PROBLEM

The motivation of employees is the most challenging and standout characteristics a manager should possess. There is a growing number of cases that any organization they face a tough time retaining employees because of the aggressive labour market of today and the restricted opportunities available. The loss of employees is marked as a great loss of information, experience and aptitudes which lead to a significant financial effect and cost to an organization including the impact on the need of customers. Managers having strong motivation techniques assist the organisation by enhancing employee retention.

 This study will investigate the relation between the promotions and rewards on the motivation of employees with the effects from the performance of employee, more specifically in the education sector. It also will describe in what manner motivation impacts on the performance of employees along with the good strategies of motivation for achieving organization success.

1.4 OBJECTIVES

- To identify different motivation techniques adopted in the organization.
- To analyse the effect of motivational techinques among employees.
- To find whether there is good work environment.
- To analyse the employees performance.
- To find whether the employees can make it to the expected work level.
- To evaluate the motivational levels of employees in the organization.
- To find whether the workers are given incentives or other encouraging things.
- To study the problems, if any, related to workers.
- To make suitable suggestions to improve the employees morale.

1.5 REVIEW OF LITERATURE

As per the data analysis for the purpose of literature review various source of documents will be used such as refereed journal articles, books, company annual reports, industrial and government report. In a complex and dynamic environment, leader of the organization use to create the environment in which employees feel trusted and are empowered to take decisions in the organization which leads to enhance motivation level of employee and ultimately organizational performance are enhanced.

Smith and Rupp (2003) stated that performance is a role of individual motivation; organizational strategy, and structure and resistance to change, is an empirical role relating motivation in the organization.

Luthans and Stajkovic (1999) points out that the key to understanding the process of motivation lies in the meaning of , and relationship between , needs , drives , incentives .Therefore motivation according to their point of view is a *"process that*

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starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentives" .

According to **Ramona Todericiua (2013)**, employee are the bracket in a company , the employee who have motivation can make the company have high efficiency and good relationship each other. Consequently, motivated employee are easy to make the organization success and keep pace with market force.

As per **Behnaz (2013)**, motivation to employees is a psychological process that can drive and stimulate an individual which can be either to attain the top list in the sales target or else to be a goof team player. Motivation can also be a strength of an individual's behaviour to drive him/her to attain their targets and thereby improving their productivity .

According to **Jonathan, Christine and Yvonne (2002)** , identified that greater motivation will have a direct effect in improving productivity through greater effort and possibly innovation. They also stated that motivation leads to a productive with high performance employee who does the best at work , saves time and effort and also volunteers to do more than what is required . Such employee will be a great resource to the business and a great model to be followed by others.

Mansoor (2008) also sees that motivation is about creating the environment where employees will be motivated and hence work with their full effort . So, organization should motivate their employees to enhance competitive advantages and reach the firms vision and mission .

Deci and Ryan (1985) definite that an organization whose employees have low motivation is completely vulnerable to both internal and external challenges because its employees are not going the extra mile to maintain the organization's stability . An unstable organization ultimately underperforms .

1.6 NEED AND SIGNIFICANCE

The area of the study includes different departments. The study covers the roles and responsibilities of department heads and workers also. The study focuses on the organizational structure of Meriiboy ice cream company. It is purely based on the information obtained from the departmental heads of the organization.

1.7 RESEARCH METHODOLOGY

Research methodology is a way to systematically solve research problems. Research methodology is a science that helps studying how research is done scientifically . This section deals with the research design to be used , data collection methods to be used, sampling techniques to be done, field work to be carried out, analyse and interpretation to be done, limitation inherent in the project and finally scope of the research work are given in this section.

Research Design

Research design is the basic framework which provides guidelines for the rest of research process. The research design specialise the methods for data collection and analysis. It specialise the pinpoint to carry out research properly. The research design used in this study is descriptive.

Research Approach

Research approach is survey method and conducted by meeting each and every respondent and collecting data from them. Data are collected through a well-structured questionnaire.

Research Instrument

Research instrument is questionnaire. The questionnaire is structured with a list of questions.

Sampling Procedure

Here the research used simple random sampling studies. Random sampling from a finite population refers to methods of sample selection which gives each possible combination and of being picked up and each item in entire population have an equal chance of being included in the sample.

Sampling Unit

Sample unit is the workers of Meriiboy Ice-cream, Trivandrum.

Sampling Size

The sample size taken for the study is 50 from the workers of Meriiboy Ice-cream, Trivandrum

Data Collection

Data are representative of facts, concepts or instructions in a formalised manner suitable for communication and interpretation, Data collection is an important phase in research process, Data can be obtained from primary and secondary data.

1.8   LIMITATION OF THE STUDY

Further research is necessary to understand tipped and non-tipped employees motivations. A number of issues were not explained by this study due to limitations. Even though the researchers has put in all efforts possible to make a reliable there can be certain limitations. The study focused only on the Meriiboy, ice cream factory KINFRA, the opinions of the non- workers are not collected. The meriiboy, icecream factory KINFRA, provides their services and distribute their products to all Kerala level but the geographical area of study is limited to Trivandrum district only. And also the Meriiboy icecream factory KINFRA provides various social services also but the study is focused only on the Motivation techniques.

1.9 CHAPTERISATION

The report of study is arranged in the following chapters.

CHAPTER 1: INTRODUCTION

Present a brief introduction of the topic, history of the topic, statement of problem, objective, review of literature, need and significance, research methodology, scope of study, limitations of study.

CHAPTER 2: THEORETICAL BACKGROUND

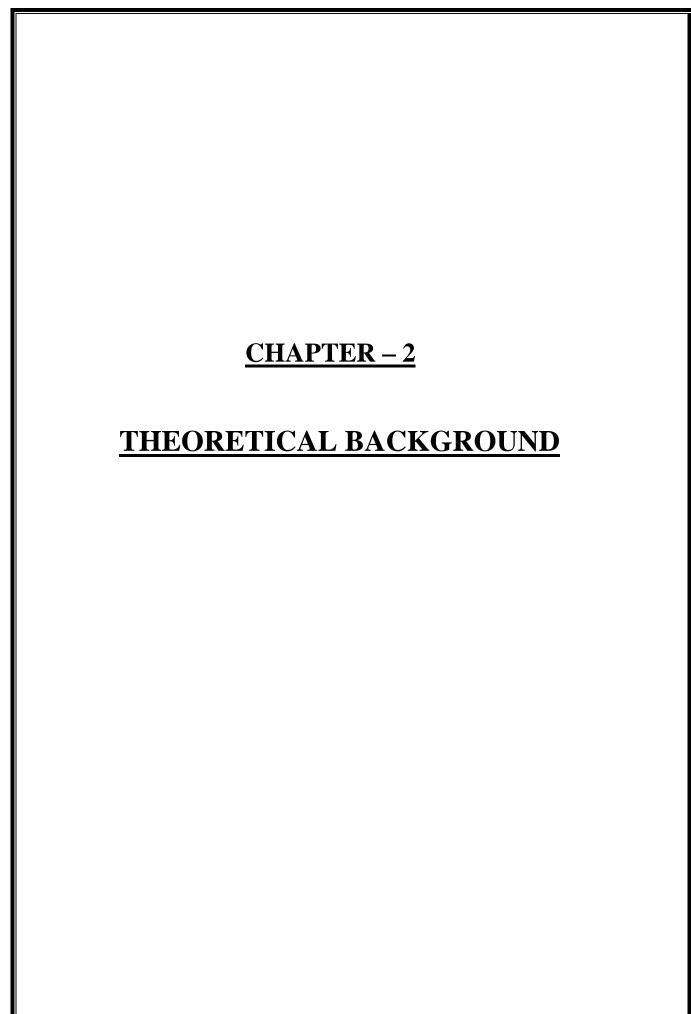It includes introduction, mission, vision, services and about Meriiboy icecream plant, KINFRA

CHAPTER 3: DATA ANALYSIS AND INTERPRETAION

Discuss the result of analysis and interpretation of data there in.

CHAPTER 4 : FINDINGS SUGGESTIONS AND CONCLUSION

Present the summery of the findings and suggestions of the study followed by conclusion.

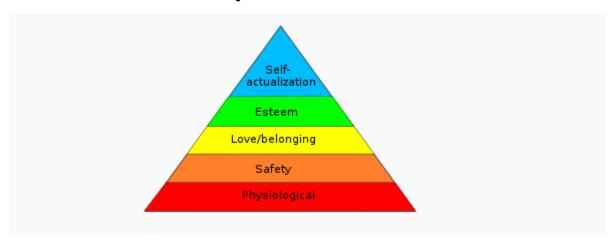# CHAPTER – 2

THEORETICAL BACKGROUND

2.1: <u>INTRODUCTION</u>

Motivation techniques are internal or external influences that contribute to productivity, satisfaction at work and meaningful contribution to projects. When employees need to feel excited to work harder or believe in their value to the company, managers can use motivational tools to help encourage and inspire their teams.

Motivation is a driving factor for <u>actions</u>, <u>willingness</u> and <u>goals</u>. These <u>needs</u>, <u>wants</u> or <u>desires</u> may be acquired through influence of culture, society, lifestyle, or may be generally innate. An individual's motivation may be inspired by outside forces (extrinsic motivation)[1] or by themselves (intrinsic motivation).[1] The difference between intrinsic motivation and extrinsic motivation depends on the actions behind it. Intrinsic motivation has to do with having an internal desire to perform a task and extrinsic motivation has to do with performing a task in order to receive some kind of reward.[2] According to research, intrinsic motivation has more beneficial outcomes than extrinsic motivation.[3] Motivation has been considered one of the most important reasons to move forward.[4] Motivation results from the interaction of both <u>conscious</u> and <u>unconscious</u> factors. Mastering motivation to allow sustained and deliberate practice is central to high levels of achievement, e.g. in elite sport, medicine, or music.[5] Motivation governs choices among alternative forms of voluntary activity

Maslow's hierarchy of needs

Maslow's hierarchy of needs is represented as a pyramid with the more basic needs at the bottom

[Content theory](#) of human motivation includes both [Abraham Maslow](#)'s [hierarchy of needs](#) and [Herzberg](#)'s two-factor theory. Maslow's theory is one of the most widely discussed theories of motivation. Abraham Maslow believed that man is inherently good and argued that individuals possess a constantly growing inner drive that has great potential. The needs hierarchy system is a commonly used scheme for classifying human motives.[11] Maslow's hierarchy of needs emphasizes certain characteristics like family and community that involve the needs to be met.[12] The basic needs, safety, love and belonging, and esteem have to be met first in order for the individual to actually reach self-actualization. The needs can overlap within the pyramid, but the lower needs have to be met first in order to move up. Some basic needs can include food and shelter. The need of safety has to do with receiving protection.[13] For the individual to feel love/belonging they have to feel some type of attachment by giving and receiving love. Having competence and control in personal life has to do with meeting the need of esteem. Not being able to meet the lower and higher needs can have a detrimental effect on mental health. [14]This could lead to symptoms of depression, and lower self-esteem during adolescent years.[15] If safety needs are not met during adolescence, then the individual will have less confidence. A study found that just having support from the community, friends can lead to decreased emotional challenges. It is important to satisfy these needs in order to reduce emotional and mental challenges over time.[16]

The American motivation psychologist Abraham H. Maslow (1954) developed the hierarchy of needs consisting of five hierarchic classes. According to Maslow, people are motivated by unsatisfied needs. The needs, listed from basic (lowest-earliest) to most complex (highest-latest), are as follows:[17]

- [Physiology](#) ([hunger](#), [thirst](#), [sleep](#), etc.)
- [Safety](#)/[Security](#)/[Shelter](#)/[Health](#)
- [Social](#)/[Love](#)/[Friendship](#)
- [Self-esteem](#)/[Recognition](#)/Achievement

- [Self actualization](#)/achievement of full [potential](#)

The basic requirements build upon the first step in the pyramid: physiology. If there are deficits on this level, all behavior will be oriented to satisfy this deficit. Essentially, if someone hasn't slept or eaten adequately, they won't be interested in your self-esteem desires. Subsequently, people that have the second level, awakens a need for security and so on and so forth. After securing those two levels, the motives shift to the social sphere, the third level. Psychological requirements comprise the fourth level, while the top of the hierarchy consists of self-realization and self-actualization.

Maslow's hierarchy of needs theory can be summarized as follows:

- Human beings have wants and desires which, when unsatisfied, may influence behavior.
- Differing levels of importance to human life are reflected in a hierarchical structure of needs.
- Needs at higher levels in the hierarchy are held in abeyance until lower-level needs are at least minimally satisfied.
- Needs at higher levels of the hierarchy are associated with individuality, humanness, and psychological health.

Herzberg's two-factor theory

Two-factor theory

[Frederick Herzberg](#)'s two-factor theory concludes that certain factors in the workplace result in [job satisfaction](#) (motivators), while others (hygiene factors), if absent, lead to dissatisfaction but are not related to satisfaction. The name hygiene factors are used because, like hygiene, the presence will not improve health, but absence can cause health deterioration.

The factors that motivate people can change over their lifetime. Some claimed motivating factors (satisfiers) were: Achievement, recognition, work itself, responsibility, advancement, and growth. Some hygiene factors (dissatisfiers) were: company policy, supervision, working conditions, interpersonal relations, salary, status, job security, and personal life.[11]

Alderfer's ERG theory

Main article: ERG theory

Alderfer, building on Maslow's hierarchy of needs, posited that needs identified by Maslow exist in three groups of core needs — existence, relatedness, and growth, hence the label: ERG theory. The existence group is concerned with providing our basic material existence requirements. They include the items that Maslow considered to be physiological and safety needs. The second group of needs is relatedness- the desire we have to maintain important personal relationships. These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow's social need and the external component of Maslow's esteem classification. Finally, Alderfer isolates growth needs as an intrinsic desire for personal development. All these needs should be fulfilled to greater wholeness as a human being.

Incentive theories: intrinsic and extrinsic motivation

Motivation can be divided into two various theories known as *intrinsic* (internal or inherent) motivation and *extrinsic* (external) motivation.

Intrinsic motivation

Intrinsic motivation has been studied since the early 1970s. Intrinsic motivation is a behavior that is driven by satisfying internal rewards. For example, an athlete may enjoy playing football for the experience, rather than for an award.[1] It is an interest or enjoyment in the task itself, and exists within the individual rather than relying on external pressures or a desire for consideration. It is also the value and usefulness one feels in regard to specific activities. This idea is that people tend to internalize activities when they find them valuable for themselves (Deci et al, 1994). Deci (1971) explained

that some activities provide their own inherent reward, meaning certain activities are not dependent on external rewards.[24] The phenomenon of intrinsic motivation was first acknowledged within experimental studies of animal behaviour. In these studies, it was evident that the organisms would engage in playful and curiosity-driven behaviours in the absence of reward. Intrinsic motivation is a natural motivational tendency and is a critical element in cognitive, social, and physical development.[25] The two necessary elements for intrinsic motivation are self-determination and an increase in perceived competence.[26] In short, the cause of the behaviour must be internal, known as internal locus of causality, and the individual who engages in the behaviour must perceive that the task increases their competence.[25] According to various research reported by Deci's published findings in 1971, and 1972, tangible rewards could undermine college student's motivation. However, these studies didn't just affect college students, Kruglanski, Friedman, and Zeevi (1971) repeated this study and found that symbolic and material rewards can undermine not just high school students, but preschool students as well.

An example of intrinsic motivation is when an employee becomes an IT professional because he or she wants to learn about how computer users interact with computer networks. The employee has the intrinsic motivation to gain more knowledge, and will continue to want to learn even in the face of failure.[28] Art for art's sake is an example of intrinsic motivation in the domain of art.

Traditionally, researchers thought of motivations to use computer systems to be primarily driven by extrinsic purposes; however, many modern systems have their use driven primarily by intrinsic motivations.[29] Examples of such systems used primarily to fulfill users' intrinsic motivations, include on-line gaming, virtual worlds, online shopping,[30] learning/education, online dating, digital music repositories, social networking, online pornography, gamified systems, and general gamification. Even traditional management information systems (e.g., ERP, CRM) are being 'gamified' such that both extrinsic and intrinsic motivations must increasingly be considered. Deci's findings didn't come without controversy. Articles stretching over the span of 25 years from the perspective of behavioral theory argue there isn't enough evidence to explain intrinsic motivation and this theory would inhibit "scientific progress." As stated above, we now can see technology such as various forms of computer systems are highly intrinsic.[24]

Not only can intrinsic motivation be used in a personal setting, but it can also be implemented and utilized in a social environment. Instead of attaining mature desires, such as those presented above via the internet which can be attained on one's own, intrinsic motivation can be used to assist extrinsic motivation to attain a goal. For example, Eli, a 4-year-old with autism, wants to achieve the goal of playing with a toy train.[31] To get the toy, he must first communicate to his therapist that he wants it. His desire to play is strong enough to be considered intrinsic motivation because it is a natural feeling, and his desire to communicate with his therapist to get the train can be considered extrinsic motivation because the outside object is a reward (see incentive theory). Communicating with the therapist is the first, the slightly more challenging goal that stands in the way of achieving his larger goal of playing with the train. In this context, as an experimental *Transitional Wearable Companion (TWC)* has been developed to maximally activate the children with Autism Spectrum Disorders (ASD)'s intrinsic motivation so as to create an important affective bond with the toy, and leverage this to stimulate and support social interactions with other humans.[32] TWCs are being specifically used to design and run experiments with children with ASD on the learning of sensory-motor contingencies driven by intrinsic motivations.[33][34] Achieving these goals in attainable pieces is also known as the goal-setting theory. The three elements of goal-setting (STD) are Specific, Time-bound, and Difficult. Specifically, goals should be set in the 90th percentile of difficulty.[10]

Intrinsic motivation comes from one's desire to achieve or attain a goal.[1] Pursuing challenges and goals come easier and more enjoyable when one is intrinsically motivated to complete a certain objective because the individual is more interested in learning, rather than achieving the goal.[1] Edward Deci and Richard Ryan's theory of intrinsic motivation is essentially examining the conditions that "elicit and sustain" this phenomenon.[1] Deci and Ryan coin the term "cognitive evaluation theory which concentrates on the needs of competence and autonomy. The CET essentially states that social-contextual events like feedback and reinforcement can cause feelings of competence and therefore increase intrinsic motivation. However, feelings of competence will not increase intrinsic motivation if there is no sense of autonomy. In situations where choices, feelings, and opportunities are present, intrinsic motivation is increased because people feel a greater sense of autonomy.[1] Offering people choices,

responding to their feelings, and opportunities for self-direction have been reported to enhance intrinsic motivation via increased autonomy (Deci & Ryan, 1985).[26][1]

An advantage (relative to extrinsic motivation) is that intrinsic motivators can be long-lasting, self-sustaining, and satisfying.[1] For this reason, efforts in education sometimes attempt to modify intrinsic motivation with the goal of promoting future student learning performance, creativity, and learning via long-term modifications in interests.[1] Intrinsic motivators are associated with subjective well-being.[35] Mindfulness has been found to be an intraindividual factor that supports autonomous motivation, with a meta-

analytical study finding a positive association between mindfulness and intrinsic motivation in individuals.[36] By contrast, intrinsic motivation has been found to be hard to modify, and attempts to recruit existing intrinsic motivators require a non-trivially difficult individualized approach, identifying and making relevant the different motivators of needed to motivate different students,[1] possibly requiring additional skills and intrinsic motivation from the instructor.[37]

Extrinsic motivation

Extrinsic motivation comes from influences outside of the individual. In extrinsic motivation, the harder question to answer is where do people get the motivation to carry out and continue to push with persistence. Usually, extrinsic motivation is used to attain outcomes that a person wouldn't get from intrinsic motivation.[1] Common extrinsic motivations are rewards (for example money or grades) for showing the desired behaviour, and the threat of punishment following misbehaviour. Competition is an extrinsic motivator because it encourages the performer to win and to beat others, not simply to enjoy the activity's intrinsic reward. A cheering crowd and the desire to win a trophy are also extrinsic incentives.[38] For example, if someone plays tennis to receive an award, that would be extrinsic motivation while if the individual plays because he or she enjoys the game, that would be intrinsic motivation.[1]

The most simple distinction between extrinsic and intrinsic motivation is the type of reasons or goals that lead to an action. While intrinsic motivation refers to doing something because it is inherently interesting or enjoyable and satisfying, extrinsic motivation, refers to doing something because it leads to a separable

outcome.[1] Extrinsic motivation thus contrasts with intrinsic motivation, which is doing an activity simply for the enjoyment of the activity itself, instead of for its instrumental value.[1]

Social psychological research has indicated that extrinsic rewards can lead to overjustification and a subsequent reduction in intrinsic motivation. In one study demonstrating this effect, children who expected to be (and were) rewarded with a ribbon and a gold star for drawing pictures spent less time playing with the drawing materials in subsequent observations than children who were assigned to an unexpected reward condition.[39] This shows how if an individual expects an award they don't care about the outcome while if an individual doesn't expect a reward they will care more about the task.[1] However, another study showed that third graders who were rewarded with a book showed more reading behaviour in the future, implying that some rewards do not undermine intrinsic motivation.[40] While the provision of extrinsic rewards might reduce the desirability of an activity, the use of extrinsic constraints, such as the threat of punishment, against performing an activity has actually been found to increase one's intrinsic interest in that activity. In one study, when children were given mild threats against playing with an attractive toy, it was found that the threat actually served to increase the child's interest in the toy, which was previously undesirable to the child in the absence of threat.[41]

Advantages of extrinsic motivators are that they easily promote motivation to work and persist to goal completion. Rewards are tangible and beneficial.[1] A disadvantage for extrinsic motivators relative to internal is that work does not persist long once external rewards are removed. As the task is completed for the reward quality of work may need to be monitored, and it has been suggested that extrinsic motivators may diminish in value over time.

2.2: <u>TECHNIQUES OF MOTIVATION</u>

There are a range of motivational techniques that can be used to improve productivity, reduce workplace stress and increase self-confidence. Some of the major motivational techniques are as follows:

1. **Financial incentives:** First techniques of motivation are financial incentives as money is indicator of success. Therefore, it fulfills psychological safety and status need as people satisfy their needs by money. Wages, salary motivates employees to perform better.

2. **Job enlargement:** Under this technique, task assigned to do job are increased by adding simile task. So the scope of job enlargement is high for the motivation of subordinates. It is also known as horizontally leading of job.

3. **Job enrichment:** Under this technique jobs are made challenging and meaningful by increasing responsibility and growth opportunities. In such technique of motivation, planning and control responsibility are added to the job usually with less supervision and more self-evaluation. It is also called vertical leading.

4. **Job rotation:** It refers to shifting an employee from one job to another. Such job rotation doesn't mean hanging of their job but only the employees are rotated. By this it helps to develop the competency in several jobs which helps in development of employees.

5. **Participation:** Participation refers to involvement of employee in planning and decision-making .it helps the employees feel that they are an asset of the organization which helps in developing ideas to solve the problems.

6. **Delegation of authority:** Delegation of authority is concerned with the granting of authority to the subordinates which helps in developing a feeling of dedication to work in an organization because it provides the employees high morale to perform any task.

7. **Quality of work life:** It is the relationship between employees' and the total working environment of organization. It integrates employee needs and well-being with improves productivity, higher job satisfaction and great employee involvement. It ensures higher level of satisfaction.

8. **Management by Objectives:** It is used as a motivation and technique for self-control of performance. By this technique supervisor and subordinates set individual and

organizational goals. Each individual's responsibilities are clearly defined which would help identify the skill sets one has to make the best use of the same to meet organizational mission and vision. This also helps the organization function effectively.

9.   **Behavior modification:** The last technique of motivation is behavior modification. It develops positive motivation to the workers to do the work in desired behavior in order to modify behavior.

2.3: <u>COMPANY PROFILE</u>

1. Name of the company   : MERIIBOY ICE

CREAM (milky food

industries)

Menamkulam

2. Constitution   : Partnership Firm

3. Chief Executive   : A. V. Thomas

(Managing partner)

Address of the unit   : M/s. MILKY FOOD

INDUSTRIES

KINFIRA SMALL

INDUSTRIES PARK

4. Location

(a)	Taluk	: Thiruvananthapuram
(b)	Village	: Menamkulam
(c)	Panchayat	: Kadinamkulam

5. Size of industry   :   S.S.I Private Sector with sector

6. Products:

   Main Products   :   Ice cream

   By Products   :   Nil

7. End use of products   :   Human consumption

8. Production capacity   :   6000ltrs

9. Exporting products to   :   Karnataka,

                                  Tamil Nadu

10. Major competitors   :   Amul, Lazza

11. Installed Capacity   :   2000 Ltrs. Per day

    Utilities   :   Electricity, Diesel

                                  Oil, Water.

12. Capacity Utilization   : 1st Year – 70%

                                2nd Year – 80%

                                3rd Year – 85%

13. Manpower Requirement/ Employment Potential

 A. Manager   :   1

    Accountant   :   1

    Marketing Executive   :   2

    Clerk   :   1

    Gate Keeper   :   1

                      6Nos

 B. Production

   Supervisor   :   1

Food Technologist   : 1

Machine Operator   : 5

Skilled Workers   : 5

Unskilled Workers   : 5

                       17Nos

14. Cost of Project   (Rs. In Lakhs)

Land   : 11.07

Industrial Building   : 81.80

Plant and Machinery   : 175.87

Supporting Equipment : 0.75

Contingency   : 5.15

Preliminary and   : 11.60

Pre-operative expenses

Margin for working capital : 10.36

Total Project Cost   : Rs. 296.00 Lakhs

15. Means of Finance   In Rs. Lakhs

Promoters capital   : 83.50

Term Loan   : 160.00

Grant from Ministry of : 50.00

Food Processing Industries

Margin Money Loan   : 2.50

TOTAL   : 296.00 Lakhs

16. Debt Equity Ratio   : 0.54

17. Debt Service Coverage   : 2.23

   Ratio

18. Internal Rate of Return   : 21% after tax

                                  26% before tax

19. Breakeven Point   : 42.93% of installed

                                  capacity

                                  Rs.183.17Lakhs

20. Cash Breakeven Point   : 27.17% of installed

                                  capacity

                                  Rs.115.94Lakhs

21. Facilities Required   : In Rs. Lakhs

    Term loan   : 160.00 Lakhs

    Working Capital Loan   : 15.00 Lakhs

    Grant from Ministry   : 50.00 Lakhs

    Of Food Processing

    Industries

    Margin Money Loan   :   2.50 Lakhs

2.4: <u>MISSION OF MERIIBOY ICE CREAM</u>

The mission of the company is to deliver high quality food products that set themselves apart from others in taste and value.

2.5: <u>VISION OF MERIIBOY ICE CREAM</u>

The supreme food industry (Meriiboy Ice cream) has a great vision of becoming a leader of fast moving consumer goods and products. Its vision is to provide total customer satisfaction through continuous improvement in production process and services.

2.6: <u>COMPANY LOGO</u>

CHAPTER - 3

DATA ANALYSIS AND INTERPRETATION

AN EVALUATION ON THE MOTIVATION TECHINQUES OF

MERIIBOY ICE CREAM

This study is conducted to identify the motivational techniques adopted in the Meriiboy Ice Cream and to analyze the effects of motivational techniques among employees. For this purpose, data have been collected from manager as well as employees of Meriiboy Ice Cream. The data collected are classified, tabulated, analyzed and interpreted as shown below:

Table 3.1

Gender wise distribution of sample

GENDER	Frequency	Percentage
MALE	28	56
FEMALE	22	44
TOTAL	50	100

Source: Primary data

Figure 3.1

INTERPRETATION:

The data have been collected from 50 employees of Meriiboy Ice Cream. Out of 50 employees 56% of employees are male and 44% of them are female.

Table 3.2

Age wise classification

Age	Frequency	Percentage
Below 30	20	40
31 - 40	16	32
41 - 50	8	16
Above 51	6	12
TOTAL	50	100

Source: Primary data

Figure 3.2

INTERPRETATION:

It includes people in the age group below 30 and above 51. The percentage of age group below 30 and above 51 are 40% and 12% respectively. The age group in between 31-40 and 41-50 are 32% and 16% respectively.

Table 3.3

Education wise distribution of sample

Education	Frequency	Percentage
SSLC	16	32
Plus Two	14	28
Diploma	14	28
Graduate	6	12
TOTAL	50	100

Source: Primary data

Figure 3.3

INTERPRETATION:

The employees have different educational qualification. The qualification of most of the respondents is only SSLC i.e., 32%. The percentage of Graduate is 12%. The percentage of Plus two and Diploma is 28% respectively.

Table 3.4

Motivation techniques adopted by the organization

Techniques	Frequency	Percentage
Financial incentives	18	36
Non-Financial incentives	16	32
Both	16	32
TOTAL	**50**	**100**

Source: Primary data

Figure 3.4

INTERPRETATION:

The study reveals that 36% of employees are motivated by financial incentives and 32% of employees are motivated by non-financial and both provided by the organization.

Table 3.5

Influence of incentives and other benefits

Group	Frequency	Percentage
Yes	30	60
No	20	40
TOTAL	50	100

Source: Primary data

Figure 3.5

INTERPRETATION:

Out of 50 respondents, the study reveals that 60% are influenced by the incentives and 40% are not influenced by the incentives provided.

Table 3.6

Satisfaction of employees on incentives

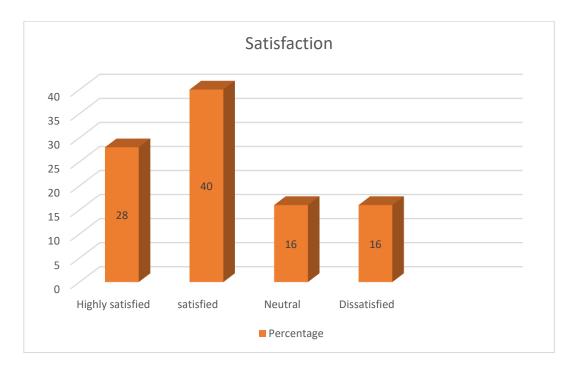| Group	Frequency	Percentage
Highly Satisfied	14	28
Satisfied	20	40
Neutral	8	16
Dissatisfied	8	16
Highly dissatisfied	0	0
TOTAL	50	100

Source: Primary data

Figure 3.6

INTERPRETATION:

From the above figure, it is understood that 28% of the employees are highly satisfied with the incentives and 40% of them are satisfied with the incentives provided. It also reveals that 16% of the employees are neutral and dissatisfied with the incentives.

<div align="center">

Table 3.7

Motivation of top level management

</div>

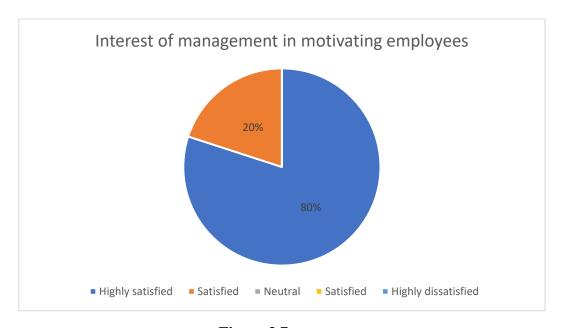| Group	Frequency	Percentage
Strongly Agree	40	80
Agree	10	20
Neutral	0	0
Strongly disagree	0	0
Disagree	0	0
TOTAL	50	100

Source: Primary data

Interest of management in motivating employees

20%

80%

■ Highly satisfied ■ Satisfied ▪ Neutral ■ Satisfied ■ Highly dissatisfied

<div align="center">

Figure 3.7

</div>

INTERPRETATION:

The above figure represent that, 80% of them are strongly agree while 20% of them are agree with the interest of management in motivating the employees.

Table 3.8

Workers participation in decision making

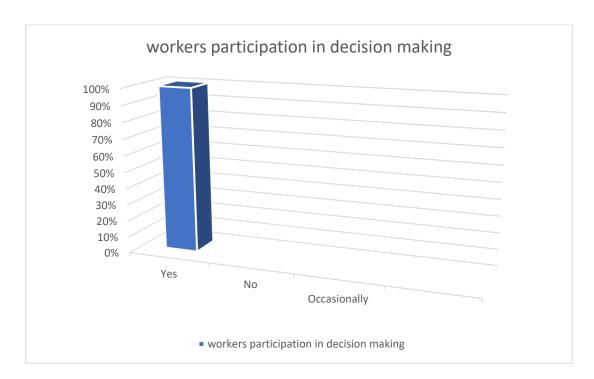| Group	Frequency	Percentage
Yes	50	100
No	0	0
Occasionally	0	0
TOTAL	50	100

Source: Primary data

Figure 3.8

INTERPRETATION:

From the data, it reveals that 100% of them are participating in the decision making process.

Table 3.9

HR department support

Group	Frequency	Percentage
Highly satisfied	36	72
Satisfied	14	28
Neutral	0	0
Dissatisfied	0	0
Highly dissatisfied	0	0
TOTAL	50	100

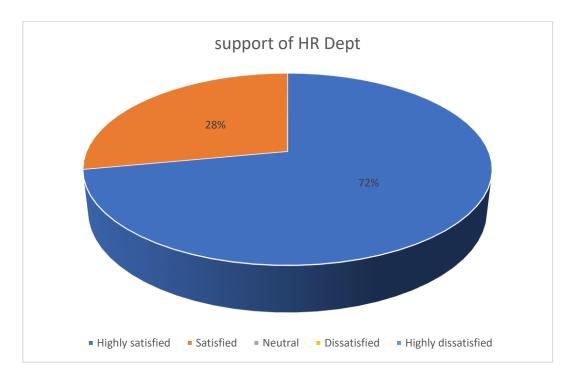Source data: Primary data

Figure 3.9

INTERPRETATION:

From the above figure, it is understood that 72% of the employees are highly satisfied with the HR department while 28% of the employees are satisfied with the HR department.

33

Table 3.10

Efficiency and effectiveness of motivated employees

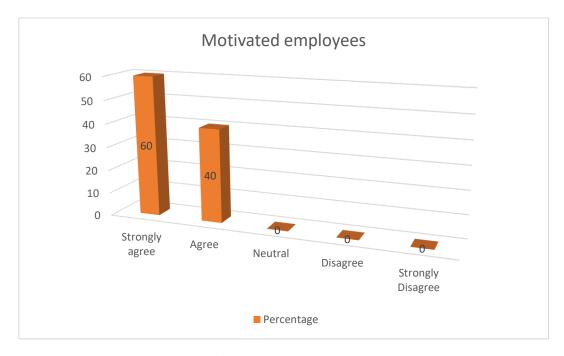| Group	Frequency	Percentage
Strongly agree	30	60
Agree	20	40
Neutral	0	0
Disagree	0	0
Strongly disagree	0	0
TOTAL	50	100

Source: Primary data

Figure 3.10

INTERPRETATION:

From the above it is understood that 60% of the employees strongly agree that motivated employees are efficient and effective and 40% of the employees agree that motivated employees are efficient and effective.

Table 3.11

Importance of Money in motivating employees

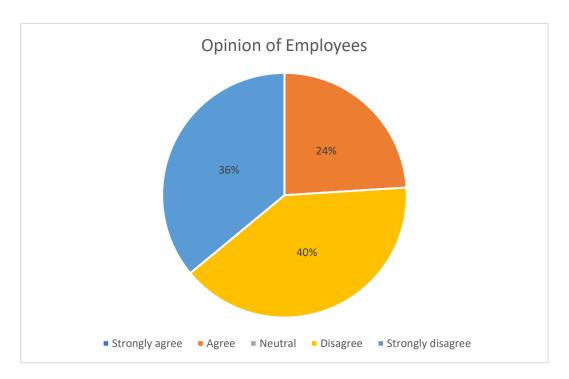| Group	Frequency	Percentage
Strongly agree	0	0
Agree	12	24
Neutral	0	0
Disagree	20	40
Strongly disagree	18	36
TOTAL	50	100

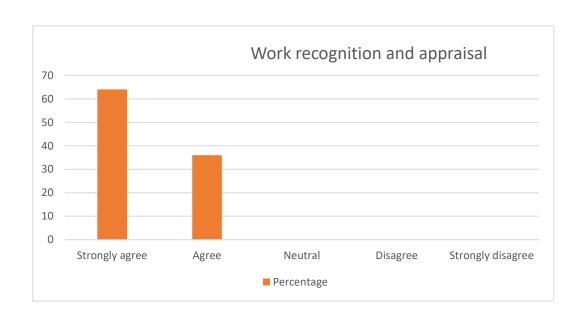Source: Primary data

Figure 3.11

INTERPRETATION:

The above figure reveals that 24% of them are agree and 36% of them are strongly disagree and 40% of them are disagree that money is enough to motivate employees.

Table 3.12

Work Recognition and Appraisal

Group	Frequency	Percentage
Strongly Agree	32	64
Agree	18	36
Neutral	0	0
Disagree	0	0
Strongly Disagree	0	0
TOTAL	50	100

Source: Primary data

Figure 3.12

INTERPRETATION:

From the above it is understood that most of the employees strongly agree i.e., 64% and 36% of them agree that work recognition and appraisal motivates employees towards job.

<div align="center">

Table 3.13

Work environment in motivation

</div>

Group	Frequency	Percentage
Strongly agree	30	60
Agree	10	20
Neutral	10	20
Disagree	0	0
Strongly Disagree	0	0
TOTAL	50	100

Source: Primary data

Work enivronment

■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree
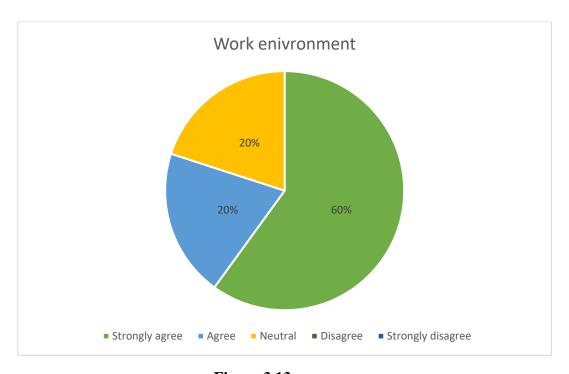
<div align="center">

Figure 3.13

</div>

INTERPRETATION:

The above figure reveals that 60% of the employees are strongly agree while 20% of them are both agree and neutral with the importance of work environment for motivation.

Table 3.14

Factors which affect the level of motivation towards work

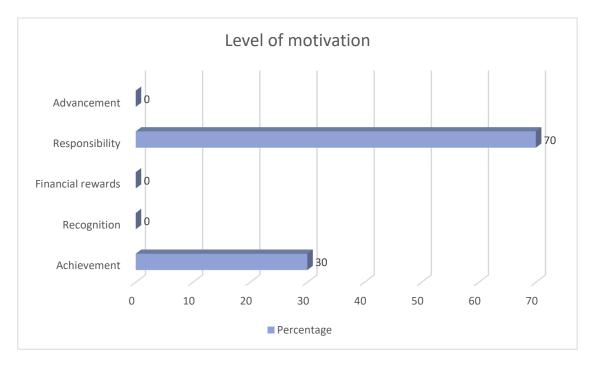| Group	Frequency	Percentage
Achievement	15	30
Recognition	0	0
Financial rewards	0	0
Responsibility	35	70
Advancement	0	0
TOTAL	50	100

Source: Primary data

Figure 3.14

INTERPRETATION:

The study reveals that 70% of the employees are highly motivated with responsibility and 30% of the employees are motivated with achievement.

Figure 3.15

Financial and non-financial incentives

Group	Frequency	Percentage
Strongly agree	**0**	**0**
Agree	**18**	**36**
Neutral	**20**	**40**
Disagree	**12**	**24**
Strongly disagree	**0**	**0**
TOTAL	**50**	**100**

Source: Primary data

Financial and Non-financial incentives

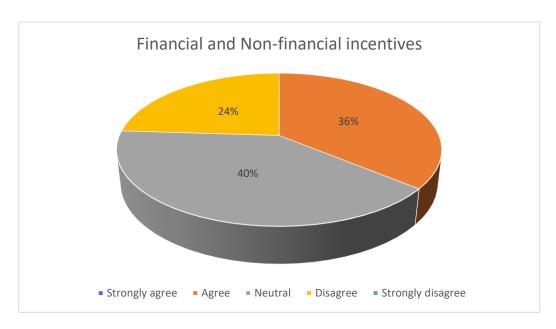■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

Figure 3.15

INTERPRETATION:

From the figure it is revealed that 40% of the employees are neutral and 36% of them are agree and 24% of them are disagree about the financial incentives motivates more than the non-financial incentives.

<div align="center">

Table 3.16

Team spirit in the organization

</div>

Group	Frequency	Percentage
Strongly agree	30	`60
Agree	16	32
Neutral	4	8
Disagree	0	0
Strongly disagree	0	0
TOTAL	50	100

Source: Primary data

Figure 3.16

INTREPETATION:

From the table, the study reveals that 60% of the employees strongly agree and 32% of them agree and 8% of them are neutral about the level of team spirit.

Table 3.17

The motivation level of employees by the changes of company

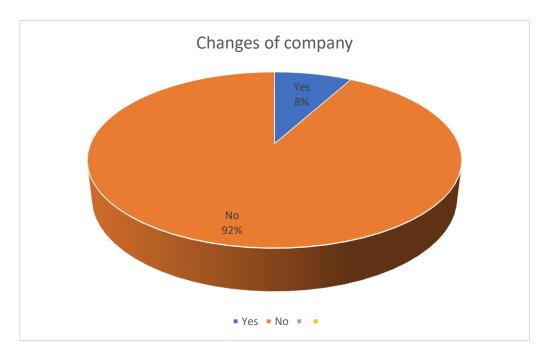| Group	Frequency	Percentage
Yes	4	8
No	46	92
TOTAL	50	100

Source: Primary data

Figure 3.17

INTERPRETATION:

From the above, it is understood that only 8% of the employees have agreed that changes in the company have affected their motivation while 92% of them are disagreed.

Table 3.18

The job security of employees

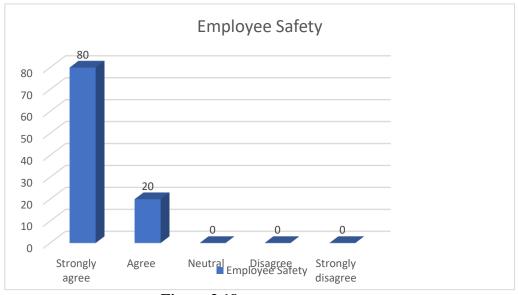| Group	Frequency	Percentage
Strongly agree	40	80
Agree	10	20
Neutral	0	0
Disagree	0	0
Strongly disagree	0	0
TOTAL	50	100

Source: Primary data

Figure 3.18

INTERPRETATION:

From the data, it reveals that 80% of the employees are strongly agree and 20% of them are agree about the job security in the organization.

Table 3.19

Compensation of employees

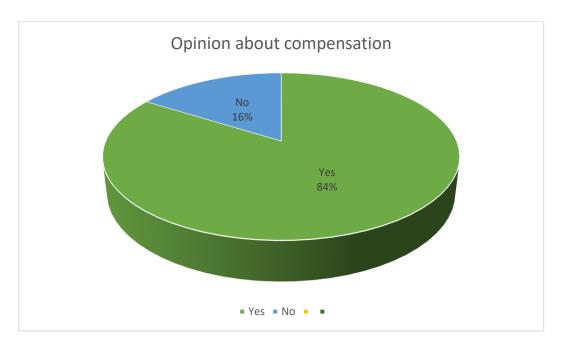| Group	Frequency	Percentage
Yes	42	84
No	8	16
TOTAL	50	100

Source: Primary data

Figure 3.19

INTERPRETATION:

From total respondent, 84% of the employees are well compensated while 16% of the employees are not well compensated for their service.

Table 3.20

The needs of improvement of management style

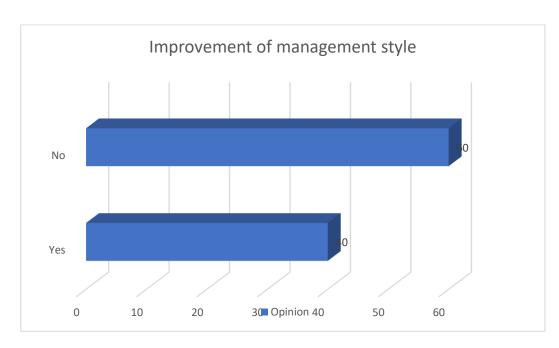| Group	Frequency	Percentage
Yes	20	40
No	30	60
TOTAL	50	100

Source: Primary data

Figure 3.20

INTERPRETATION:

From the study it is revealed that 60% of the employees does not need improvement in the present management style and 40% of the employees need improvement in the present management style.

Table 3.21

The vision of employees about future of company

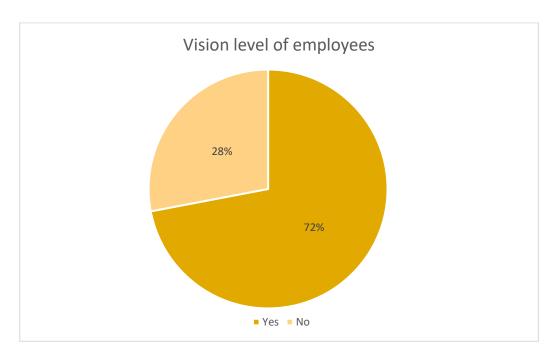| Group	Frequency	Percentage
Yes	36	72
No	14	28
TOTAL	50	100

Source: Primary data

Figure 3.21

INTERPRETATION:

The above figure represent that, 72% of the employees have a clear vision about the future direction of the company while 28% of the employees does not have a clear vision about the future direction of the company.

Table 3.22

Other priorities and objectives of employees

Group	Frequency	Percentage
Yes	40	80
No	10	20
TOTAL	50	100

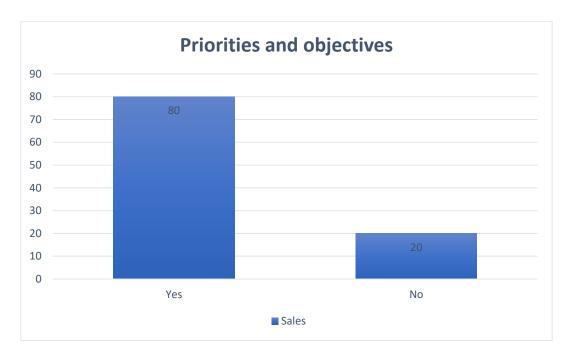**Source: Primary data**
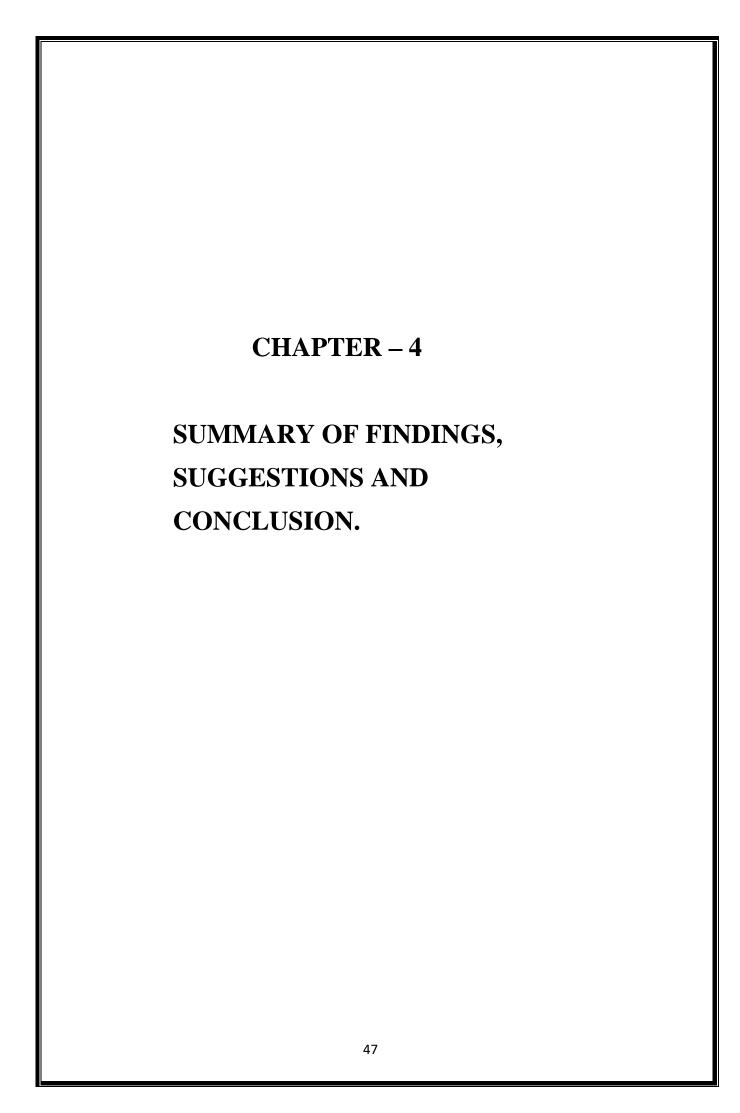
Priorities and objectives

Figure 3.22

 INTERPRETATION:

From the table, the study reveals that 80% of the employees have clear priorities and objectives about the company while 20% of the employees does not have clear priorities and objectives.

CHAPTER – 4

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION.

4.1 <u>FINDINGS</u>

      Meriiboy is one of the largest producers of fresh ice cream, based in South India. This study is conducted to identify the motivational techniques adopted in the Meriiboy Ice Cream and to analyze the effects of motivational techniques among employees. For this purpose, data have been collected from manager as well as employees of Meriiboy Ice Cream. The data collected are classified, tabulated, analyzed and interpreted. The major findings of the study are as follows:

1. In the study, 56% of employees are male and 44% of them are female.
2. Majority of employees belongs to less than 30 and above 51 age.
3. The employees have different educational qualifications. The qualification of most of the respondents is only SSLC i.e., 32%.
4. The study reveals that 36% of employees are motivated by financial incentives and 32% of employees are motivated by non-financial and both provided by the organization.
5. The study reveals that 60% are influenced by the incentives and 40% are not influenced by the incentives provided
6. It is clear that 28% of the employees are highly satisfied with the incentives and 40% of them are satisfied with the incentives provided.
7. 80% of them are strongly agree while 20% of them are agree with the interest of management in motivating the employees.
8. It reveals that 100% of them are participating in the decision making process.
9. It is clear that 72% of the employees are highly satisfied with the HR department while 28% of the employees are satisfied with the HR department.
10. 60% of the employees strongly agree that motivated employees are efficient and effective and 40% of the employees agree that motivated employees are efficient and effective.
11. 24% of them are agree and 36% of them are strongly disagree and 40% of them are disagree that money is enough to motivate employees.
12. It reveals that most of them are strongly agree i.e., 64% and 36% of them are agree about work recognition and appraisal motivates towards job.

13. 60% of the employees are strongly agree while 20% of them are both agree and neutral with the importance of work environment for motivation.

14. 70% of the employees are highly motivated with responsibility and 30% of the employees are motivated with achievement.

15. 40% of the employees are neutral and 36% of them are agree and 24% of them are disagree about the financial incentives motivates more than the non-financial incentives.

16. 60% of the employees are strongly agree and 32% of them are agree and 8% of them are neutral about the level of team spirit.

17. 8% of the employees have agreed that changes in the company have affected their motivation while 92% of them are disagreed.

18. 80% of the employees are strongly agree and 20% of them are agree about the job security in the organization.

19. 84% of the employees are well compensated while 16% of the employees are not well compensated for their service.

20. 60% of the employees does not need improvement in the present management style and 40% of the employees need improvement in the present management style.

21. 72% of the employees have a clear vision about the future direction of the company while 28% of the employees does not have a clear vision about the future direction of the company.

22. 80% of the employees have clear priorities and objectives about the company while 20% of the employees does not have clear priorities and objectives.

4.2 <u>SUGGESTIONS</u>

The following are the suggestions put forward by the researcher on the basis of findings and conclusion drawn from the analysis.
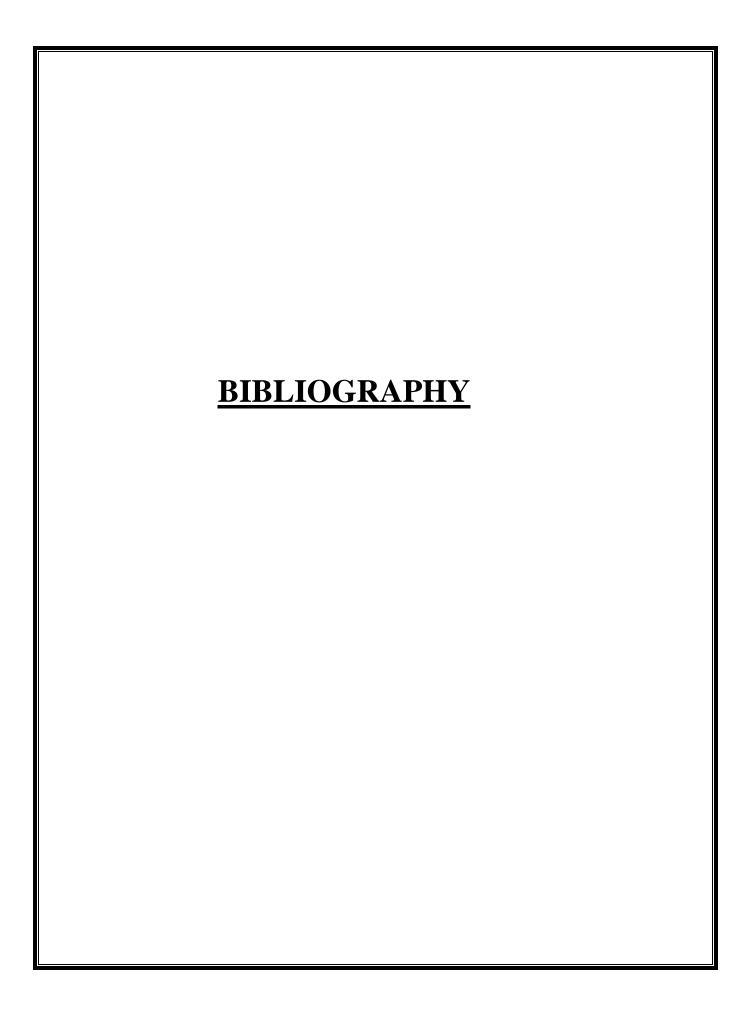
- It is suggested to improve the working environment of the company.
- The company has to improve on welfare facility provided by the company.
- The company has to arrange recreation facilities to their employees to reduce their stress.
- Give more promotion and reward system to employees.
- The organization has to provide a better incentive package for employees.
- Employees need more compensation from the company.
- It is need to provide job security to the employees.
- The organization should provide equal pay for equal work.

4.3 <u>CONCLUSION</u>

Motivation is a human psychological characteristics that contributes to a person's degree of commitment. It includes the factor that cause, channel, and sustain human behavior in a particular committed direction. Motivating is the management process of influencing people's behavior based on this knowledge of "what makes people tick".

The organization study carried out in Milky Food Industries was successful in achieving the specific objectives. It helped to familiarize with the organization structure and its functioning. The study helped to understand how the key business processes are carried out in an organization and how information is used in organization for decision making. The company is always focusing on the quality of products.

Communication was found to be a contributing factor in motivating employees, and a company with effective communication will help to make employees feel more involved and appreciated. If employees have a greater respect for their company and are satisfied with the way information is relayed to them, they will be more motivated in the workplace and their work will improve as a result. Long-term incentives are beneficial in influencing the overall productivity.
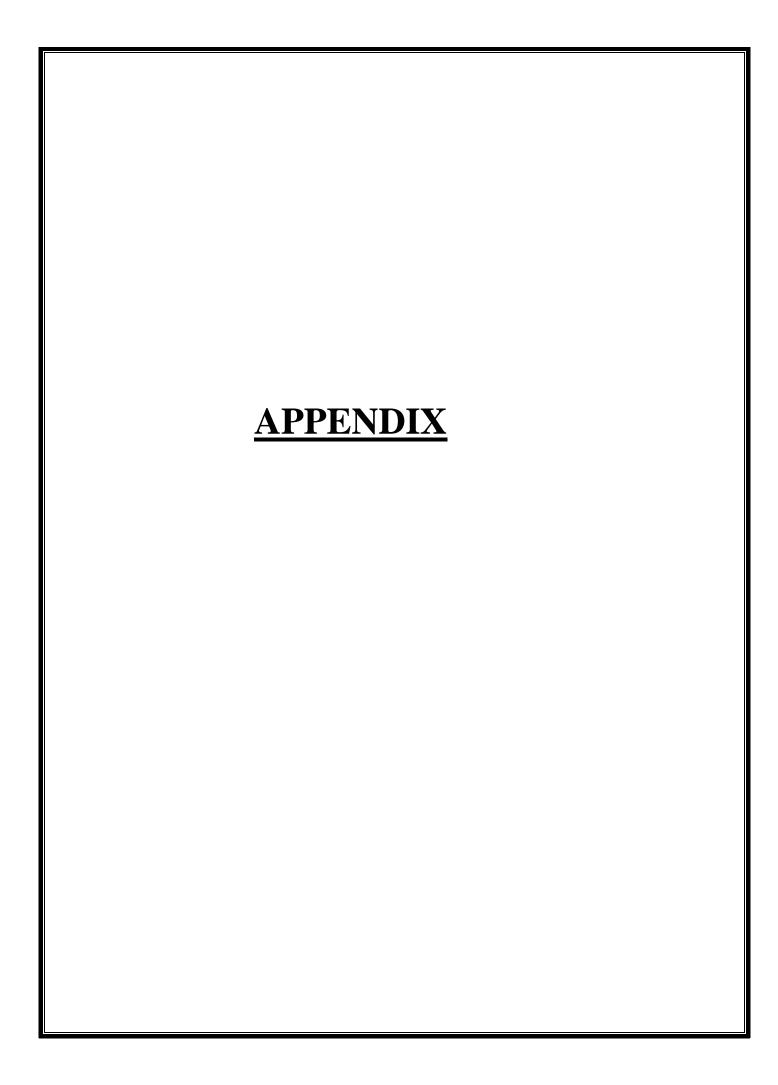
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2. Robert C. Beck, book – "Motivation: Theories and Principles"

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Websites

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2. https://www.assignmentpoint.com

3. www.meriiboy.com

APPENDIX

QUESTIONNAIRE

A STUDY ON MOTIVATION TECHNIQUES AND ITS EFFECTS ON EMPLOYEES

1. Name: ……………………………….
2. Gender: Male ☐ Female ☐
3. Age: Below 20 ☐ 21-30 ☐ 31-40 ☐ 40-50 ☐ 51 and above ☐
4. Education: SSLC ☐ +2 ☐ Diploma ☐ Graduate ☐ PG ☐ Others ☐
5. What are the motivation techniques adopted by this organization?

   Financial incentives ☐ Non- financial incentives ☐ both ☐

6. Do you think that the incentives and other benefits will influence your performance?
   YES ☐ NO ☐

7. How far are you satisfied with the incentives provided by the organization?

   Highly satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐

   Highly dissatisfied ☐

8. Management is really interested in motivating the employees?

   Strongly agree ☐ Agree ☐ Neutral ☐ Strongly Disagree ☐ Disagree ☐

9. Does the management involve you in decision making which are connected to your department?
   YES ☐ NO ☐ Occassionally ☐

10. Are you satisfied with the support from the HR department?

    Highly satisfied ☐ Satisfied ☐ Neutral ☐ Highly dissatisfied ☐ Disatisfied ☐

11. Motivated employees are effective and efficient in their functioning?

    Strongly agree ☐ Agree ☐ Neutral ☐ Strongly disagree ☐ Disagree ☐

12. Is money enough to motivate employee?

    Strongly agree ☐ Agree ☐ Neutral ☐ Strongly disagree ☐ Disagree ☐

13. Work recognition and appraisal motivates employees towards job?

Strongly agree ☐ Agree ☐ Strongly disagree ☐ Disagree ☐ Neutral ☐

14. Work environment is also important for motivation?

Strongly agree ☐ Agree ☐ Neutra ☐ Strongly disagree ☐ Disagree ☐

15. As an employee what do you think motivates the employee the most?

Achievement ☐ Recognition ☐ Financial rewards ☐ Responsibility ☐
Advancement ☐

16. Do you agree that financial incentives motivates more than non- financial incentives?

Strongly agree ☐ Agree ☐ Neutral ☐ Strongly disagree ☐ Disagree ☐

17. Do you agree with that in this organization there is fair amount of team spirit?

Strongly agree ☐ Agree ☐ Neutral ☐ Strongly disagree ☐ Disagree ☐

18. Have there been changes in the company that have affected your motivation?

YES ☐   NO ☐

19. Do you agree with the employees in the organization feel secured in their job?

Strongly agree ☐ Agree ☐ Neutral ☐ Strongly disagree ☐ Disagree ☐

20. Do you feel well compensated for your service?

YES ☐   NO ☐

21. Do you think the company's present management style needs improvement?

YES ☐   NO ☐

22. Do you have a clear vision of the future direction of the company?

YES ☐   NO ☐

23. Do you feel you have clear priorities   and objectives?

YES ☐   NO ☐

24. Any Suggetions………