

A MONOGRAPH ON EFFECT OF EMPLOYEE MOTIVATION, INTRINSIC REWARDS, EXTRINSIC REWARDS ON THE EMPLOYEE PERFORMANCE

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ABSTRACT

Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output. Imagine having an employee who is not motivated at work. They will probably use the time at their desk surfing the internet for personal pleasure or even looking for another job. This is a waste of your time and resources. The aim of the study is to study the association between motivation, intrinsic rewards, extrinsic rewards, and employee productivity and which is the factor which affects most out of the mentioned factors. The area of the study is Nagpur city. Nagpur is one of the major industrial cities of Maharashtra. This district is famous for its orange productions. Many big and leading companies open their base in this city. Many businessmen come to this city every day for this reason. As it is one of the major cities of Maharashtra, it is well connected by train, air, and road with other parts of the Maharashtra state and India.

KEYWORDS: *Employee Motivation, Employee Performance, Intrinsic Value, and Extrinsic Value*

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INTRODUCTION

Any effective and **successful business** understands the importance of productivity in the workplace. Being productive can help the firm increase and utilize the capacity of the human resources it has. Most productive companies have happy and healthy employees, which are the basis of a successful organization.

Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses.

Business Productivity is the ability of an organization to utilize its available resources in order to produce profitable goods or services as desired by customers or clients. It is the productivity that measures the performance of an organization, and it can also be used for companies themselves in order to assess their own progress. The importance of productivity in business can be summarized as follows.

Productiveness increases the overall efficiency of an organization. When the efficiency of the organization increases, the production capacity of the company is utilized to the optimum level. Thus, all resources are used in an

effective and efficient manner to get the best possible results. As is often indicated by business, the more products you make, the lower your overhead, and the higher your profits.

Enhanced production lowers the cost per unit of a product which in turn, results in lower prices for better quality, which enhances a business' competitiveness in the market. In the current turbulent world, every organization faces stiff competition from their counterparts. Hence, lower prices as a result of enhanced production give an edge to businesses to sell products at more competitive prices. If the rates are competitive, the business is in a better position to attract more customers and make more sales. This is the primary motive of any business organization.

Increased production due to efficient utilization of organizational resources leads to a lower cost production resulting in better sales and profits. If the profits of an organization shoot up, it increases the confidence of investors in the organization. Moreover, the share value of the company increases. Due to this, the reputation and goodwill of the organization increases.

Similarly, the business can share a portion of its profits as a result of enhanced production with its employees. This boosts the morale of the employees as they get to enjoy a part of the profits and the satisfaction of a job well done. As a result, their working efficiency tends to increase which in turn, further increases the production of the company. As you can start to see, there is a snowball of business success that starts with increased productivity.

Productivity is much more important than revenues and profits of the organization because profits only reflect the end result whereas productivity reflects the increased efficiency as well as the effectiveness of business policies and processes. Moreover, it enables a business to find out its strengths and weaknesses. It also lets the business easily identify threats as well as opportunities that prevail in the market as a result of competition and changes in the business environment.

A company can increase its own business productivity by making suitable changes in its business process and policies in order to improve the weak areas and capitalize on strengths for betterment. Similarly, an organization can formulate strategies to turn threats into opportunities. This results in increased profitability and stability which is vital for the continued success of any business organization.

The importance of productivity can never be ignored by any diligent business owner. Successful ventures are often those that give priority to productivity compared to solely looking into revenues and profits of the company. On the other hand, businesses that do not pay attention to productivity pay a huge price in terms of reduced production and the high cost of production, resulting in reduced sales and low profits. Thus, a productivity level can be considered a measure of success or failure of any business.

LITERATURE REVIEW

Table 1

S. No.	Title of the paper and publication details	Author details	Findings and conclusions
1.	Effect of motivation on employee productivity: a study of manufacturing companies in Nnewi, an international journal of managerial studies and research (ijmsr) volume 2, issue 7, august 2014, pp 137-147 issn 2349-0330 (print) & issn 2349-0349 (online)	Chukwuma. Edwin maduka and drobiefunaokafor	The researcher therefore conclude from his findings that the effect of motivation on employee productivity is of paramount important to the organization.in order to meet up with the current dynamic rate of the business trends, the management of the manufacturing firms in Nnewi should try as much as possible to adopt good and positive motivational techniques to increase the moral of the workers towards productivity and performance. Finally, management of the manufacturing firms in Nnewi should seek for various ways of improving productivity in their company by finding out the effect, causes or problems associated with motivation. Meanwhile, for the workers to be motivated, the management must posse good quality and personal value which will help them to identify those things that motivate their staff and apply them properly.
2.	Impact of motivation on employee productivity, 3 rd international conference on the latest innovation in science, engineering and management	P.sravankumar, j.haricharana, s.divya	From this study it is obvious that most workers in the industry are not satisfied and motivated in their jobs, especially those in the junior cadre. A significant relationship was found between motivation and job commitment on one hand and satisfaction with job and job commitment on the other hand. It is found that individuals are motivated to perform well when the work is meaningful and individuals believe they have responsibility for the outcomes of their assigned tasks. It is recommended that an organizational movement should be away from the current merit pay reward system to an organizational structure that promotes challenges and accomplishments, creates organizational learning opportunities, utilizes group incentives as well as individual incentives, rethinks job design, uses positive reinforcement and promotes healthy work environments. The management would now need to take an urgent step to look into the problem if the employee is to achieve her stated objectives.immediate steps should be taken by management to make workers re-establish confidence in the new administrative system so as to restore or raise the morale of the employee. The level of commitment required of the workers calls for more incentives and other motivational solution. And based on the findings of this study

3.	Employee motivation and work performance: a comparative study of mining companies in ghana, a journal of industrial engineering and management jiem, 2016	Elizabeth boyekuranchie-mensah, kwesiamponsah-tawiah	The study showed that employees of the four large scale mining companies are motivated by both intrinsic and extrinsic factors with particular emphasis on pay or remuneration. Good pay was identified to be the best motivating factor for employees in the mining industry
4.	An empirical investigation of the impact of employee motivation and productivity of executive employees with special reference to the apparel industry in srilanka, international journal of science and research (ijsr)	S. M. D. Y jayarathna	The research study can be concluded, as there is an impact of employee motivation on employee productivity of executive employees of the apparel industry in western province in srilanka. Also, it had found that there is an impact of remuneration, working relationships and career development on employee productivity of executive employees of the apparel industry in the western province in srilanka. Also, this study has investigated that there is a positive relationship between employee motivation and employee productivity of executive employees in the western province of srilanka.
5.	The impact of performance management system on employee performance, http://essay.utwente.nl/62260/1/daisy-master_thesis.pdf	Zhang yingying	The results show that the performance management system has a positive but insignificant relationship with employee performance.
6.	Impact of motivation on employees' performance: a case study of credit west bank cyprus, a journal of economics and international finance, vol. 5(5), pp. 199-211, august, 2013	Ukaejiofo rex uzonna	The research and interviews have confirmed that the use of non-cash rewards can be an effective and cost-efficient way to motivate employees, and the majority of our survey respondents agree with this statement. In conclusion, when it comes to bringing out the best performance of employees, growth opportunities and challenges, recognition and non-cash rewards are more effective motivators than money.
7.	The impact of employee motivation on organizational performance (a study of some selected firms in Anambra state Nigeria), the international journal of engineering and science (ijes), volume 2, issue 7 pages,70-80,2013	Muogbou.s.	The importance of reward in the day-to-day performance of workers duties cannot be overemphasized, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by an increase in motivation. Going by the findings of this study, it can be easily inferred that workers reward package matters a lot and should be a concern of both the employer and employee. The results obtained from the hypotheses showed that workers place great value on the different rewards given to them by their employer.

8.	The effect of low morale and motivation on employees' productivity & competitiveness in jordanian industrial companies, international business research; vol. 10, no. 7; 2017	Osama samihshaban, ziad al-zubi, nafezali, atallaalqotaish	The results show that the relationship between the three variables is statistically significant. Based on their path coefficient scores, it would appear that the influence of low morale and low motivation on productivity and competitiveness is significant, so the research hypothesis stating that low morale and low motivation affects productivity and competitiveness and makes on limiting its consequences. The real cause behind low employee morale can include uncertain business conditions, limited upward rewards, job security issues, lack of fair compensation policy, and excessive outsourcing policy
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(Source: <http://vut.netd.ac.za/jspui>)

Research Gap

There are several new researchers who propose on the relationship between employee performance with employee motivation, Intrinsic rewards, and Extrinsic rewards. And this study therefore, aims to study whether the same relationship exists in private sector organizations in Nagpur.

Research Objectives

- To study the factors affecting employee motivation.
- To study the factors contributing to the intrinsic and extrinsic rewards of employees.
- To study the factors contributing to increasing the employee productivity.

Area of Study

The area of the study is Nagpur city. Nagpur is one of the major industrial cities of Maharashtra. This district is famous for its orange productions. Many big and leading companies open their base in this city. Many businessmen come to this city every day for this reason. As it is one of the major cities of Maharashtra, it is well connected by train, air, and road with other parts of the Maharashtra state and India.

Problem Statement

Employee motivation is measured as a force that persuades the employees toward attaining specific goals and objectives of the organization. Nowadays, it is one of the sizzling issues in organizations since everyone wants to make the best use of their financial and human resources. If employees are motivated enough then this will directly affect productivity. As employee become productive then as a result of this the organizations also becomes productive, but in order to make employee productive he has to be motivated by giving in intrinsic as well as extrinsic motivations. So the aim of the study is to study the association between motivation, intrinsic rewards, extrinsic rewards, and employee productivity and which is the factor which affects most out of the mentioned factors.

Rozina andMatveev (2002:60) identified the following advantages of quantitative study. The research problem is very specific.

- The independent and the dependent variables under investigation are clearly and precisely specified.
- It is easy to follow the original set of research goals, arriving at more objective conclusions, testing hypotheses, and determining the issues of causality.
- It eliminates or minimizes the subjectivity of judgment.
- It allows for longitudinal measures of subsequent performance of research subjects.

THE SAMPLING TECHNIQUE

Zikmund (2003) identified simple random sampling as the best-known probability sample and every element in the population has an identical chance of being selected. Thus, a simple random sampling method was conducted in this study.

The Target Population/ Universe of Study

The population of the institute consists of industries at MIDC and Butibori areas from Nagpur which is considered an industrial area.

Table 2: The Sample Size

S.No.	Type of Respondents	Top Level	Middle Level	Lower Level
1	MIDC	50	100	200
2	Buti-bori	50	100	200
	Total	100	200	400

Definition of Level for This Study

Top Level Management

Top level management consists of Chairman, Board of Directors, Managing Director, General Manager, President, Vice President, Chief Executive Officer (C.E.O.), Chief Financial Officer (C.F.O.) and Chief Operating Officer, etc.

Middle-Level Management

This level of management consists of departmental heads such as purchase department head, sales department head, finance manager, marketing manager, executive officer, plant superintendent, etc.

Lower Level

This level consists of supervisors, superintendent, foreman, sub-department executives; clerk, etc.

INSTRUMENTS AND MEASURES**Table 3**

No	Variable	Items	Reference
	Employee Motivation	<ul style="list-style-type: none"> • Make employees feel they are doing something meaningful • Effectively communicate and share information • Give employees clear job descriptions and accountability • Give and receive ongoing performance feedback • Have—and show—faith and trust in your team • Listen to, focus on, and respect your employees' needs • Provide recognition to worthy employees • Provide fair compensation and pay for the performance you seek • Foster innovation • Establish fair company policies that support the company's goals • Get ongoing input from employees • Manage, but don't micromanage • Encourage teamwork • Modify your management approach for different types of employees • Give employees opportunities for personal growth • Fire people when needed 	Fast Company newsletter
2.	Employee Performance	<ul style="list-style-type: none"> • Ambition/initiative • Attendance • Attitude / cooperation • Communication skills • Department and company-oriented • Focus • Improvement from the previous evaluation • Integrity • Knows when to ask • Level of (technical) knowledge • Productivity/deadlines • Quality of work • Reliability / go-to person 	Ibrahim Hussein Mayaleh 2016, Sales & Business Consultant and Trainer, Netherlands
3.	Intrinsic rewards	<ul style="list-style-type: none"> • Sense of achievement • Words of praise from the seniors • Recognition • Taking pride from the job • Work freedom or autonomy 	Businesstopia https://www.businesstopia.net
4.	Extrinsic Rewards	<ul style="list-style-type: none"> • Pay • Bonus or commission • Fringe benefits • Improved working condition • Promotion • Profit sharing 	Businesstopia https://www.businesstopia.net

PILOT STUDY

Pilot studies can be based on quantitative and/or qualitative methods and large-scale studies might employ a number of pilot studies before the main survey is conducted. Thus researchers may start with "qualitative data collection and analysis on a relatively unexplored topic, using the results to design a subsequent quantitative phase of the study".

One of the advantages of conducting a pilot study is that it may give advance warning about where the main research project could fail, where research protocols may not be followed, or whether proposed methods or instruments are inappropriate, too expensive or too complicated.

These are important reasons for undertaking a pilot study, but there are additional reasons, pilot studies are conducted for a range of different reasons. Pilot studies can be based on quantitative and/or qualitative methods and large-scale studies may well employ several pilot studies before the main survey is started. Thus researchers may start with 'qualitative data collection and analysis on a relatively unexplored topic, using the results to design a subsequent quantitative phase of the study'.

The first phase of a pilot could involve using in-depth interviews or focus groups to establish the issues to be addressed in a large-scale questionnaire survey. Next, the questionnaire, e.g. the wording and the order of the questions, or the range of answers on multiple-choice questions, might be piloted.

A final pilot could be conducted to test the research process, e.g. the different ways of distributing and collecting the questionnaires.

Table 4: The Pilot Study the Sample Was Collected From MIDC Industrial Area of Nagpur

S.No.	Type of Respondents	Top Level	Middle Level	Lower Level
1	MIDC	10	25	50
	Total	10	25	50

In total 85 people from the top level, middle level and lower level employees were planned to be interviewed and the questionnaire was given to them. The entire questionnaires were duly filled up and certain suggestions were made by the respondents. Accordingly, the necessary changes were made and then the final questionnaire for the study was circulated.

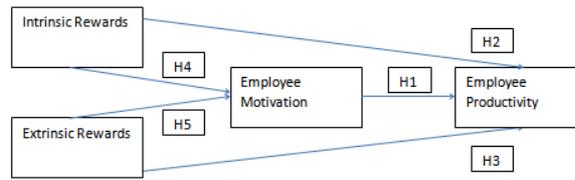
The Overall Conclusions of the Pilot Study Were As Follows

- Initially, people were resistant to fill questionnaire but later on the purpose of data collection was made clear to them then they willingly filled up.
- There is a relationship between employee motivation and performance.
- There are many factors which can be considered under motivation and employee performance as well.
- There is a strong association in intrinsic and extrinsic rewards and employee performance.

Procedure Adopted For Final Data Collection

The questionnaire was distributed among 800 respondents in MISC and Butibori Industrial areas of Nagpur. Before giving the questionnaire, the purpose of the study and questions were explained to the respondents so that they can easily fill the questionnaire with relevant responses. A total of 765 questionnaires were selected. After collecting, the completed questionnaires were coded and entered into SPSS sheet for further analysis.

Research Model



(Source: Developed by the researcher)

Figure 1

RELIABILITY ANALYSIS

In order to find out the reliability of the variables used in the questionnaire Cronbach’s alpha test was applied and the values are as follows:

Table 5

Scales	Items	Cronbach’s Alpha
Employee Motivation	16	0.778
Employee Performance	15	0.684
Intrinsic Reward	5	0.617
Employee Perceived effectiveness training	6	0.628

RESULTS AND ANALYSIS

Table 6

Variable	Category	Frequency	Percentage
Gender	Male	349	46
	Female	416	54
Age	15-20 years	96	13
	20-25 years	416	54
	25-30 years	191	25
	30-35 years	38	5
	35-40 years	10	1
	Above 40 years	14	2
Income	Below 15000	239	31
	15000-25000	191	25
	25000-35000	167	22
	35000-45000	57	8
	45000-55000	24	3
	Above 55000	86	11
Education	Matriculation		
	Inter	48	6
	Bachelor	320	42
	Master	335	44
	MS/M.Phil	57	8
	PHD	5	1

Hypothesis Testing

H01: Employee Motivation Does Not Affect the Performance of the Employee

This hypothesis is proved with the help of ANOVA test.

Variables

Independent Variable Is Employee Motivation and Dependent Variable Is Performance of Employee

Anova

Table 7

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Make employees feel they are doing something meaningful	Between Groups	1.738	3	.579	.302	.824
	Within Groups	759.160	396	1.917		
	Total	760.898	399			
Effectively communicate and share information	Between Groups	83.383	3	27.794	5.336	.001
	Within Groups	2062.495	396	5.208		
	Total	2145.878	399			
Give employees clear job descriptions and accountability	Between Groups	208.751	3	69.584	5.097	.002
	Within Groups	5405.889	396	13.651		
	Total	5614.640	399			
Give and receive ongoing performance feedback	Between Groups	199.430	3	66.477	8.750	.000
	Within Groups	3008.570	396	7.597		
	Total	3208.000	399			
Have—and show—faith and trust in your team, Listen to focus on, and respect your employees' needs	Between Groups	4.123	3	1.374	1.004	.391
	Within Groups	541.975	396	1.369		
	Total	546.098	399			
Provide recognition to worthy employees	Between Groups	12.085	3	4.028	4.566	.004
	Within Groups	349.353	396	.882		
	Total	361.438	399			
Provide fair compensation and pay for the performance you seek	Between Groups	13.871	3	4.624	14.633	.000
	Within Groups	125.129	396	.316		
	Total	139.000	399			
Foster innovation	Between Groups	1.163	3	.388	.558	.643
	Within Groups	275.147	396	.695		
	Total	276.310	399			
Establish fair company policies that support the company's goals	Between Groups	4.447	3	1.482	2.110	.098
	Within Groups	278.263	396	.703		
	Total	282.710	399			
	Between Groups	.946	3	.315	.440	.002
	Within Groups	283.844	396	.717		
	Total	284.790	399			

Table 7 Contd.,

Get ongoing input from employees	Between Groups	1.746	3	.582	.831	.001
	Within Groups	277.414	396	.701		
	Total	279.160	399			
Manage, but don't micromanage	Between Groups	8.831	3	2.944	4.325	.004
	Within Groups	269.546	396	.681		
	Total	278.378	399			
Encourage teamwork	Between Groups	3.834	3	1.278	2.366	.000
	Within Groups	213.864	396	.540		
	Total	217.698	399			
Modify your management approach for different types of employees	Between Groups	6.243	3	2.081	2.156	.003
	Within Groups	382.117	396	.965		
	Total	388.360	399			
	Within Groups	1201.477	396	3.034		
	Total	1552.397	399			
	Within Groups	228.448	396	.577		
Total	230.438	399				

ANOVA Table

This is the table that shows the output of the ANOVA analysis and whether there is a statistically significant difference between our group means.

From the above table we can say that except four sub-variables: Make employees feel they are doing something meaningful, Have—and show—faith and trust in your team, Provide fair compensation and pay for the performance you seek and Foster innovation, in all cases $p < 0.05$. Hence we can **reject** Null hypothesis H01: Employee motivation does not affect the performance of the employee and **accept** alternate H11: Employee motivation affects the performance of the employee.

H02: Intrinsic Rewards Do Not Affect Performance of the Employee

This hypothesis is proved with the help of ANOVA test.

Variables

Independent Variable Is Intrinsic Rewards and Dependent Variable Is Performance of Employee

Table 8

ANOVA						
		Sum Of Squares	Df	Mean Square	F	Sig.
Sense of achievement	Between Groups	4.750	1	4.750	6.890	.004
	Within Groups	274.410	398	.689		
	Total	279.160	399			
Words of praise from the seniors	Between Groups	1.066	1	1.066	1.530	.003
	Within Groups	277.311	398	.697		
	Total	278.377	399			
Recognition	Between Groups	.281	1	.281	.515	.004
	Within Groups	217.416	398	.546		
	Total	217.698	399			
Taking pride from the job	Between Groups	10.101	1	10.101	10.628	.001
	Within Groups	378.259	398	.950		
	Total	388.360	399			
Work freedom or autonomy	Between Groups	3.651	1	3.651	.938	.003
	Within Groups	1548.747	398	3.891		
	Total	1552.397	399			
	Within Groups	230.409	398	.579		
	Total	230.437	399			

ANOVA Table

This is the table that shows the output of the ANOVA analysis and whether there is a statistically significant difference between our group means.

From the above table, we can say that in all cases $p < 0.05$. Hence we can reject Null hypothesis H02: Intrinsic rewards do not affect the performance of the employee and accept alternate hypothesis H12: Intrinsic rewards affect the performance of the employee.

H03: Extrinsic Rewards Do Not Affect Performance of the Employee

This hypothesis is proved with the help of ANOVA test.

Variables

Independent Variable Is Extrinsic Rewards and Dependent Variable Is Performance of Employee

Table 9

ANOVA						
		Sum Of Squares	Df	Mean Square	F	Sig.
Pay	Between Groups	445.966	2	222.983	52.076	.000
	Within Groups	1699.911	397	4.282		
	Total	2145.878	399			
Bonus commission	Between Groups	1008.533	2	504.267	43.463	.000
	Within Groups	4606.107	397	11.602		
	Total	5614.640	399			
Fringe benefits	Between Groups	237.069	2	118.534	15.840	.000
	Within Groups	2970.931	397	7.483		
	Total	3208.000	399			
Improved working condition	Between Groups	52.163	2	26.081	20.963	.000
	Within Groups	493.935	397	1.244		
	Total	546.097	399			
Promotion	Between Groups	11.550	2	5.775	6.553	.002
	Within Groups	349.887	397	.881		
	Total	361.438	399			
Profit sharing	Between Groups	10.152	2	5.076	15.639	.000
	Within Groups	128.848	397	.325		
	Total	139.000	399			

ANOVA Table

This is the table that shows the output of the ANOVA analysis and whether there is a statistically significant difference between our group means.

From the above table, we can say that in all cases $p < 0.05$. Hence we can **reject** Null hypothesis H03: Extrinsic rewards do not affect the performance of the employee and **accept** alternate hypothesis H13: Extrinsic rewards affect the performance of the employee.

H04: There Is No Significant Relationship between Employee Motivation and Intrinsic Rewards

This hypothesis is proved with the help of ANOVA test.

Variables

A Dependent Variable Is Employee Motivation and Independent Variable Is Intrinsic Rewards

Table 10

ANOVA						
		Sum Of Squares	Df	Mean Square	F	Sig.
Sense of achievement	Between Groups	7.280	2	3.640	6.121	.002
	Within Groups	236.117	397	.595		
	Total	243.397	399			
Words of praise from the seniors	Between Groups	17.151	2	8.575	2.775	.004
	Within Groups	1226.599	397	3.090		
	Total	1243.750	399			
Recognition	Between Groups	296.166	2	148.083	73.539	.000
	Within Groups	799.424	397	2.014		
	Total	1095.590	399			
Taking pride from the job	Between Groups	25.724	2	12.862	4.996	.007
	Within Groups	1022.026	397	2.574		
	Total	1047.750	399			
Work freedom or autonomy	Between Groups	233.506	2	116.753	10.522	.000
	Within Groups	4405.284	397	11.096		
	Total	4638.790	399			

ANOVA Table

This is the table that shows the output of the ANOVA analysis and whether there is a statistically significant difference between our group means.

From the above table, we can say that in all cases $p < 0.05$. Hence we can **reject** H04: There is no significant relationship between employee motivation and intrinsic rewards and **accept** alternate hypothesis H14: There is a significant relationship between employee motivation and intrinsic rewards.

H05: There Is No Relationship between Employee Motivation and Extrinsic Rewards

This hypothesis is proved with the help of ANOVA test.

Variables

Dependent Variable Is Employee Motivation and Independent Variable Is Extrinsic Rewards

Table 11

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Pay	Between Groups	1.874	1	1.874	3.089	.000
	Within Groups	241.523	398	.607		
	Total	243.397	399			
Bonus or commission	Between Groups	.046	1	.046	.015	.003
	Within Groups	1243.704	398	3.125		
	Total	1243.750	399			
Fringe benefits	Between Groups	45.779	1	45.779	17.356	.000
	Within Groups	1049.811	398	2.638		
	Total	1095.590	399			
Improved working condition	Between Groups	32.576	1	32.576	12.772	.000
	Within Groups	1015.174	398	2.551		
	Total	1047.750	399			

Promotion	Between Groups	8.610	1	8.610	.740	.000
	Within Groups	4630.180	398	11.634		
	Total	4638.790	399			
Profit sharing	Between Groups	.741	1	.741	.138	.711
	Within Groups	2145.136	398	5.390		
	Total	2145.877	399			

ANOVA Table

This is the table that shows the output of the ANOVA analysis and whether there is a statistically significant difference between our group means.

From the above table, we can say that in all cases $p < 0.05$. Hence we can reject H_0 : There is no significant relationship between employee motivation and extrinsic rewards and accept alternate hypothesis H_1 : There is a significant relationship between employee motivation and extrinsic rewards.

H06: Age, Gender, Income, and Education of Employee Do Not Any Significant Relationship with the Performance of the Employee

This hypothesis is proved with the help of the chi-square test.

The chi-square test for independence also called Pearson's chi-square test or the chi-square test of association, is used to discover if there is a relationship between two categorical variables.

Variables

Independent Variables Are Age, Gender, Income and Education of Employee and Dependent Variable Is Performance of Employee

Chi Square Value

Table 12

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	13.512 ^a	2	.001
Likelihood Ratio	14.712	2	.001
Linear-by-Linear Association	12.002	1	.001
N of Valid Cases	400		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 16.94.

When reading this table we are interested in the results of the "**Pearson Chi-Square**" row. We can see here that $\chi^2(2) = 13.512, p = .001$. This tells us that there is a statistically significant association between Age, Gender, Income and Education and performance of the employee. Hence we can **reject** null H_0 : Age, Gender, Income and Education of employee do not any significant relationship with the performance of the employee and **accept** alternate hypothesis H_1 : Age, Gender, Income and Education of employee have a significant relationship with the performance of the employee.

CONCLUSIONS

From the data analyses following conclusions are drawn:

- The motivation has importance to a greater extent in the life of the employee. At times monetary motivation is required and at times non-monetary motivation is required.
- Motivation is very subjective and cannot be defined in words that exactly what will motivate an employee.
- Employee motivation affects the performance of the employee.
- Intrinsic rewards affect the performance of an employee.
- Extrinsic rewards affect the performance of an employee.
- There is a significant relationship between employee motivation and intrinsic rewards.
- There is a significant relationship between employee motivation and extrinsic rewards.
- Age, Gender, Income, and Education of employee have a significant relationship with the performance of an employee.

Limitation of the Study

This study has the following limitations:

- This study is limited to Nagpur & its population may not represent a complete picture of the total urban population.
- This study will follow a method of questionnaires and personal interview method as a primary data, in which all the information given by the employees may not be completely true.
- This study is based on the analysis of selected respondents because contacting all the employee from the industrial area of Nagpur was not possible because of the limitation of time and money.
- Expert's opinion used as one of the sources of primary data may be biased.
- This study may not be applicable to other places.

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