**A STUDY ON EMPLOYEE MOTIVATION WITH REFERENCE TO UNI-TECH ENGINEERING WORKS**

**ABSTRACT**

This study has been enriched in **UNI-TECH ENGINEERING WORKS** to identify the employee motivation “Motivation is an willingness to exert high level of effort towards organisational goals, conditioned by the effort and ability to satisfy some individual needs”

The research design is used for the study was descriptive research design. The descriptive research means the research which is done to know the current situation of the study. The data has been collected using structured questionnaire. The sample taken for this study was 200 out of population 220 **UNI-TECH ENGINEERING WORKS**. The type of sampling technique used for the study was stratified random sampling.The statistical tools used are correlation, regression, chi-square, annova.

This study shows that the employees are getting motivation in their job and whether the employees are getting satisfied with the incentives provide by the **UNI-TECH** **ENGINEERING WORKS.**

**KEYWORDS:** Employee motivation, Financial Incentive, Non-Monitory benefit,

Job Promotion.

* 1. **INTRODUCTION**

Employee motivation is the level of commitment, drive, and creativity that your team brings with them to work every day.Employee Motivation means the drive or inspiration that an individual has to perform at work. It's what makes a person want to get up in the morning and be excited to go to work. When employees are motivated, they're more likely to be productive, creative, and engaged in their job.

Employee Motivation is influenced by a variety of factors. These include recognition, growth opportunities and a positive work environment. By understanding and promoting such factors, a better workplace culture is created. This, in turn, improves overall job satisfaction for employees.

TYPES OF MOTIVATION:

**Extrinsic motivation:**This type of motivation is based on external factors such as salaries, bonuses, and rewards. These incentives can be used to motivate employees to work harder, meet deadlines, and achieve company goals. Extrinsic motivation is often seen as a tangible way to show appreciation for an employee's hard work.

**Intrinsic motivation:**This type of motivation comes from within the employee. It is driven by personal satisfaction and enjoyment of the work itself. Employees who are intrinsically motivated feel a sense of accomplishment and satisfaction from their work. Also, they do not rely on external incentives to stay motivated.

**Social motivation:** This type of motivation comes from the desire to work with others towards a common goal. Employees who are socially motivated enjoy collaborating with their colleagues and feel a sense of belonging to a group. They are often more motivated when they feel that they are part of something larger than themselves.

**Power motivation:**  power motivation when employees are motivated by the desire for power and control. Power-motivated employees may be more likely to seek leadership roles or positions of authority. Managers can foster power motivation by offering opportunities for leadership and decision-making, providing clear paths for career advancement, and recognizing and rewarding leadership skills.

**Incentive motivation:** This motivation involves rewards.People who believe that they will receive rewards fordoing something are motivated to do everything they can to reach a certain goal.While achievement motivation is focused on the goal itself ,incentive motivation is driven by the fact that the goal will give people benefits.Incentive motivation is used in companies throughbonuses and other types of compensation for additional work.By offering incentives,companies hope to raise productivity and motivate their employee to work harder.

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**ADVANTAGES OF EMPLOYEE MOTVATION:**

### Increased employee engagement

### Higher productivity and performance

### Greater levels of creativity and innovation.

### Improved manager-employee relations.

### Better customer service

### Great company culture

### Positive company reputation

### Lower employee absenteeism and turnover.

**1.2INDUSTRY PROFILE**

* Manufacturing is the process of converting raw materials and/or parts into finished
* goods that can be sold in wholesale or retail markets or exported for sale in other countries. It
* covers a wide range of industries, from food and beverages to pharmaceuticals, iron and steel
* to textiles, as well as lumber, tobacco, automobiles, aerospace, and petrochemicals.Manufacturing consists of two categories: durable and nondurable goods.Durable goods, such as cars, airplanes, and large household appliances, may be used for a longtime. Nondurable goods, such as food, cosmetics, and clothing, are consumed more rapidly.
* Durable goods are consumer goods that have a long-life span (e.g. 3+ years) and are used over time. Examples include bicycles and refrigerators. Nondurable goods are consumed
* in less than three years and have short lifespans. Examples of nondurable goods include food
* and drinks. Services include auto repairs and haircuts.
* Consumer goods are also called finals good, or end product, because they are the ultimate output of a productive process that occurs over time. Entrepreneurs and businesses
* combine capital goods (such as machinery in a factory), labor from workers, and raw materials(such as land and basic metals), to produce consumer goods for sale. Goods that are used inthese production processes, but not themselves sold to consumers are known as producer goods.

**Product Segmentation:**

The gasket industry offers a wide range of products to cater to diverse industrial needs. Major product segments include:

* 1. Metal Gaskets
* 2. Non-Metallic Gaskets (e.g., rubber, cork, PTFE)
* 3. Spiral Wound Gaskets
* 4. Ring Joint Gaskets
* 5. Camprofile Gaskets
* 6. Corrugated Metal Gaskets
* 7. Jacketed Gaskets
* 8. Compressed Fiber Gaskets
* 9. O-Rings and Seals

**1.3COMPANY PROFILE**

* **Uni- Tech Engineering works was** Established in the year **1998**atChennai, Tamil Nadu**,** as **“Uni- Tech Engineering works.”** we are Sole Proprietorship (Individual) based company, engageasthe manufacturer and wholesale trader of Limit Switch, Wire Rope Hoist, Material Handing Crane, Crane Accessories,DC Electromagnetic Brake, Electro Hydraulic Thrustor Brake, Hydraulic Power Pack ,Gaskets  and many more. All our offered products are thoroughly manufactured under the direction of excellence controllers using best raw material and innovative technology in adherence to quality norms.
* We are committed to achieve 100% customer satisfaction by providing our range of material handling equipment and accessories at reasonable prices. Apart from manufacturing quality products, we are also offering after sales services that include installation and commissioning of the material handling equipment and accessories. To offer quality products, we are associated with some of the best manufacturers as well.

## OUR AIM

## “Uni-Tech excellence st2ems from a vision towards innovation and leadership in technology and quality. At roof of its success lies the principle of leadership through technological excellence. The aim that has leads Uni-Tech to constantly modernize and upgrade its manufacturing and testing facilities is to offer its customers the best possible products at reasonable prices.”

# QUALITY

# Manufactured using quality raw material and using latest technology, these material equipment and accessories are appreciated by the clients for below mentioned features

**High load bearing capacity**

**High Tensile strength**

**Corrosion resistance**

**Low maintenance**

**Easily adjustable**

**Compactly designed**

**1.4 NEED FOR THE STUDY**

This study has been carried out in order to know the level of employee motivation, thetype of motivation such as financial and non-financial motivation and also to know the different ways that the supervisor motivate the employees and the supervisor can influencemotivation and to know the demotivation factors.

**1.5OBJECTIVES OF THE STUDY**

**PRIMARY OBJECTIVE**

To study the Employee Motivation with reference to UNI-TECH ENGINEER WORKS.

**SECONDARY OBJECTIVES**

* To study the effect of monetary and non-monetary benefits of employees provided by

organization on the employee's performance.

* To provide suitable suggestion for the improvement of organizations performance.
* To learn the employee satification on the interpersonal relationship exsist in the organisation.

**1.6 SCOPE OF THE STUDY**

The scope of employee motivation encompasses various aspects such as enhancing job satisfaction, increasing productivity, reducing turnover, and fostering a positive organizational culture. It involves understanding individual needs, providing meaningful work, offering opportunities for growth, and creating a supportive workplace environment. Effective employee motivation can contribute to improved overall performance, innovation, and a more engaged and satisfied workforce.

**1.7.LITERATURE REVIEW**

**Gao, H. (2024).** "The Role of Feedback in Employee Motivation": Gao's review explores the importance of feedback in motivating employees. It discusses the characteristics of effective feedback, such as timeliness, specificity, and constructive criticism, and their impact on employee engagement and performance.

**Lee, S. (2024).** "Employee Engagement and Motivation in the Digital Age": Lee's review discusses how digital technologies impact employee motivation and engagement. It explores the role of remote work tools, social collaboration platforms, and gamification techniques in fostering a sense of purpose, connection, and motivation among employees.

**Zhang, Y. (2024).** "Motivation and Organizational Justice": Zhang's review investigates the impact of organizational justice perceptions on employee motivation. It discusses distributive, procedural, and interactional justice principles and their influence on employees' perceptions of fairness, trust, and motivation in the workplace.

**Liu, Q. (2023).** "Motivation and Goal Setting Theory": Liu's review explores the application of goal-setting theory in understanding and enhancing employee motivation. It discusses the principles of goal specificity, goal difficulty, and goal feedback and their impact on employee performance and motivation.

**Martinez, L. (2023).** "Psychological Contract and Employee Motivation": Martinez's review explores the relationship between the psychological contract and employee motivation. It examines how perceived obligations and expectations between employees and organizations influence motivation levels, job satisfaction, and performance.

**Schneider, D. (2023).** "Motivation and Psychological Well-being: The Role of Work-Life Balance": Schneider's review investigates the impact of work-life balance on employee motivation and psychological well-being. It discusses how a healthy balance between work and personal life contributes to higher levels of motivation, satisfaction, and overall well-being.

**Wang, H. (2023).** "Intrinsic vs. Extrinsic Motivation: Balancing Rewards and Job Design": Wang's review examines the interplay between intrinsic and extrinsic motivation factors in the workplace. It discusses how job characteristics, such as autonomy, task significance, and feedback, influence employees' internal motivation and the effectiveness of external rewards.

**Jayasuriya *et al.,* (2017)** focused on factors influencing the employee motivation in ceramic tile manufacturing industry and found areas to be improved for employee motivation in the sector. This study was exploratory in nature. For the purpose of this study, a quantitative methodology was implemented and a self-administrative survey was employed through a developed and issued study instrument among the participants in the ceramic tile manufacturing industry in Sri Lanka. The sample data were gathered from a sample size of 65, including floor level employees in two wellestablished organizations using sampling strategy. The collected sample data were analyzed with the help of the statistical software of SPSS. The result indicated that pay and benefit were the most important factors in employee motivation, while interpersonal relationship and job security were the second and third important factors respectively.

**1.8 RESEARCH METHODOLOGY**

**Research Methodology:**

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In this study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind him.

**Research Design:**

Research Design is defined as the “arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”.

**Population:**

The Employees of “UNI-TECH ENGINEER WORKS”Chennai constitute the work place of the study. The employees of the company are 220 and it forms the work place for the present study.

**Sample size:**

Number of the sampling units selected from the population is called the size of the sample. Sample of 200 respondents were obtained from the population.

**STATISTICAL TOOLS:**

o Simple Percentage

o Chi- square

o Correlation

o Regression

o ANOVA

**Percentage analysis:**

In case Percentage refers to a special kind of ratio. Percentage is used in making comparison between two or more series of data. In this study, the number of people who responded in a particular manner is interpreted in the form of percentages.

Percentage = (No of respondents/Total no of respondents)\*100

**Chi-square Test:**

The chi – square test is also known as non-parametric test or distribution free test is used when it is impossible to make any assumptions about population or when the researcher is unable to estimate the population’s parameters. The main advantages of using non parametric test is that, the researcher can analyse qualitative data. It is used to determine whether the two variables are associated with each other or not. It helps in finding the association between two or more attributes.

It has been worked out as follows:

\begin{equation*} X^2=\sum{\frac{(O-E)^2}{E}} \end{equation*}

**Correlation:**

Correlation analysis is made to determine the degree of relationship between two or more variables. It does not tell about cause and effect relationship. The values of coefficient of correlation lie between +1 to –1. When r = +1, it means there is a perfect positive correlation between the variables. When r = –1, it means there is a perfect negative correlation between the variables. When r = 0, it means no relationship between the two variables.

**Regression:**

Linear regression is a statistical procedure for calculating the value of a dependentvariable from an independent variable. Linear regression measures the association between two variables. It is a modeling technique where a dependent variable is predicted based on one or more independent variables. Linear regression analysis is the most widely used of all statistical techniques.

**ANOVA:**

**Analysis of Variance (ANOVA), ONE-WAY AND TWO-WAY**

Analysis of variance (ANOVA) has been carried out to compare more than two means at a time. One-way analysis of variance involves only one categorical variable or a single factor, whereas in two-way analysis of variance, two factors on the dependent variable are studied

**1.9 LIMITATIONS OF THE STUDY**

* The study was made depending on the primary and secondary data collected which may even go wrong in some cases.
* It is difficult to understand the different opinion of the employees.
* It is difficult to conclude whether the employees genuinely answered all the questions without any fear.

**2.DATA ANALYSIS AND INTERPRETATION PERCENTAGE ANALYSIS**

**(a) Table showing Age of the respondents**

|  |  |  |  |
| --- | --- | --- | --- |
| **Si.no** | **Age of the respondents**  **(in years)** | **No of respondents** | **% of respondents** |
| 1 | 20-30 | 92 | 46% |
| 2 | 30-40 | 71 | 35.5% |
| 3 | 40-50 | 25 | 12.5% |
| 4 | Above 50 | 12 | 6% |
|  | **Total** | **200** | **100%** |

**Interpretation:**

Out of 200 respondents, 46% are between 20 to 30 years, 35.5% are between 30

to 40 years, 12.5% are between 40 to 50 years and 6% are above 50 years.

**Chart showing Age of the respondents.**

(b)**Table showing Gender of the respondents.**

|  |  |  |  |
| --- | --- | --- | --- |
| **Si.no** | **Gender of the respondents** | **No. of respondents** | **% of respondents** |
| 1 | Male | 106 | 53% |
| 2 | Female | 94 | 47% |
|  | **Total** | 200 | 100% |

**Interpretation:**

It is inferred from the above table that 53% are male respondents and 47% are female

respondents.

**Chart showing Gender of the respondents.**

**(c)Table showing income of the respondents.**

|  |  |  |  |
| --- | --- | --- | --- |
| **Si.no** | **Income of the respondents** | **No. of respondents** | **% of respondents** |
| 1 | 10000-20000 | 29 | 14.5% |
| 2 | 20000-30000 | 61 | 30.5% |
| 3 | 30000-40000 | 53 | 26.5% |
| 4 | 40000-50000 | 41 | 20.5% |
| 5 | Above50000 | 16 | 8% |
|  | **Total** | **200** | **100%** |

**Interpretation:**

It can be inferred from the above table that 30.5% of respondets are 20000-30000 income, and 26.5% of respondents are 30000-40000 of income, and 20.5% of respondents are 40000-50000 income, and 14.5% of respondents are 10000-20000 income, and 8% of respondents are above 50000 income.

**chart showing income of the respondents.**

**(d) Table showing that the Top Management are interested in motivation.**

|  |  |  |  |
| --- | --- | --- | --- |
| **Si.no** | **Opinion** | **No. of respondents** | **% of respondents** |
| 1 | Strongly agree | 23 | 11.5% |
| 2 | Agree | 92 | 46% |
| 3 | Neutral | 52 | 26% |
| 4 | Disagree | 24 | 12% |
| 5 | Strongly disagree | 9 | 4.5% |
|  | **Total** | **200** | **100%** |

**Interpretation:**

From the above table inferred that 46% of respondents are agree that the top management are interested in motivating the employees and 267% of respondents are neutral, 12% of respondents are disagree, 11.5% of respondents are strongly agree and 4.5% of respondents are strongly disagree with the motivation factor.

**Chart showing that the Top Management are interested in motivation.**

**(e)Table showing respondents opinion a**

|  |  |  |  |
| --- | --- | --- | --- |
| **Si.no** | **Opinion** | **No. of respondents** | **% of respondents** |
| 1 | Incentive awards | 142 | 71% |
| 2 | Promotion | 56 | 28% |
| 3 | Appreciation letters | 2 | 1% |
|  | **Total** | **200** | **100%** |

**Interpretation:**

It is understood from the table that 71% of respondents are getting incentive awards, 28% of respondents are getting promotion and 1% of respondents are given appreciation letter.

**chart showing respondents opinion about Types of Incentive.**

**(f)Table showing respondents performance appraisal helpful in motivating the employees working in the organization**

|  |  |  |  |
| --- | --- | --- | --- |
| **Si.no** | **Opinion** | **No. of respondents** | **% of respondents** |
| 1 | Strongly agree | 27 | 13.5% |
| 2 | Agree | 84 | 42% |
| 3 | Neutral | 66 | 33% |
| 4 | Disagree | 16 | 8% |
| 5 | Strongly disagree | 7 | 3.5% |
|  | **Total** | **200** | **100%** |

**Interpretation:**

From the above table inferred that 42% of respondents agree that performance appraisal is helpful in motivating the employees in the organization, and 33% of respondents are neutral, and 13.5% respondents are strongly agree, and 8% of respondents disagree and 3.5% of respondents strongly disagree that performance appraisal is not helpful in motivating the employees.

**chart showing respondents performance appraisal helpful in motivating t he employees working in the organization**

**CORRELATION**

**NULL HYPOTHESIS(H0):**

There is no significant difference between support from HR department and co-woeker motivation.

**ALTERNATIVE HYPOTHESIS(H1):**

There is a significant difference between support from HR department and co-woeker motivation.

**TABLE SHOWING CORRELATION ANALYSIS**

|  |  |  |  |
| --- | --- | --- | --- |
| **Correlations** | | | |
|  | | SupportfromHRdepertment | suportfromcoworkermotivation |
| Support from HRdepertment | Pearson Correlation | 1 | .482\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 200 | 200 |
| Support from co worke rmotivation | Pearson Correlation | .482\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 200 | 200 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). | | | |

**INTERPRETATION:**

Hence the significant occurs 0.000 < 0.05 So H1 is accepted. (i.e) There is a significant difference between support from HR department and co-woeker motivation.

**RESULT:**

The above table there is a pearson correlation value is 1. So it is a positive correlation.

**CHI-SQUARE**

**NULL HYPOTHESIS(H0):**

There is no significant difference between type of incentive and gender of respondents.

**ALTERNATIVE HYPOTHESIS(H1):**

There is a significant difference between type of incentive and gender of respondents

**TABLE SHOWING CHI-SQUARE ANALYSIS**

|  |  |  |
| --- | --- | --- |
| **Test Statistics** |  | |
|  | Gender | Type of incentive |
| Chi-Square | .720a | 147.970b |
| df | 1 | 2 |
| Asymp. Sig. | .396 | .000 |
| 1. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 100.0. | | | |
| b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 66.7. | | | |

**INTERPRETATION:**  
 Here the significance was occurs and has a value 0.000 is lesser than 0.05. Hence H1 is accepted.

**RESULT:**

There is a significant difference between type of incentive and gender of respondents.

**ONE-WAY ANOVA**

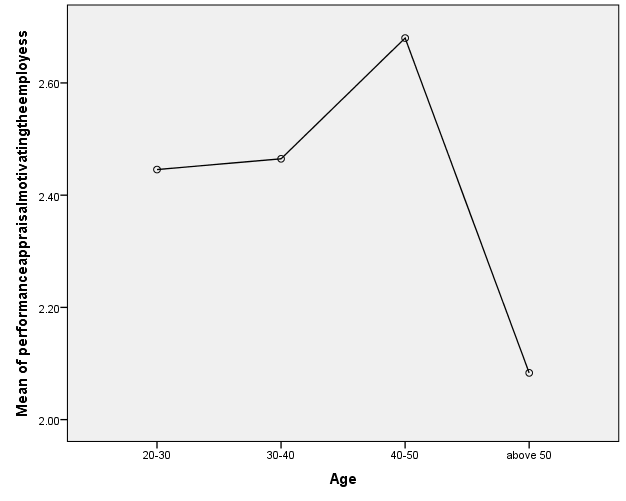
**NULL HYPOTHESIS(H0):**

There is no significant difference between performance appraisal and age of the respondents.

**ALTERNATIVE HYPOTHESIS(H1):** There is a significant difference between performance appraisal and age of the respondents.

**TABLE SHOWING ONE-WAY ANOVA ANALYSIS**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **ANOVA** | | | | | | | Performance appraisal motivating the employess | | | | | | |  | Sum of Squares | df | Mean Square | F | Sig. | | Between Groups | 2.933 | 3 | .978 | 1.149 | .330 | | Within Groups | 166.747 | 196 | .851 |  |  | | **Total** | **169.680** | **199** |  |  |  |   **Performance appraisal motivating the employess** | | | |
| Duncana,b | | | |
| Age | N | Subset for alpha = 0.05 | |
| 1 | 2 |
| above 50 | 12 | 2.0833 |  |
| 20-30 | 92 | 2.4457 | 2.4457 |
| 30-40 | 71 | 2.4648 | 2.4648 |
| 40-50 | 25 |  | 2.6800 |
| Sig. |  | .154 | .384 |
| Means for groups in homogeneous subsets are displayed. | | | |
| a. Uses Harmonic Mean Sample Size = 26.975. | | | |
| b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed. | | | |



**INTERPERTATION:**

Here the significance was occurs and has a value 0.330 is greater than 0.05. Hence H0

is accepted.

**RESULT:**

There is no significant difference between performance appraisal and age of therespondents.

**REGRESSION**

**NULL HYPOTHESIS(H0):**

There is no significant difference between income and periodical increase in salary motivates.

**ALTERNATIVE HYPOTHESIS(H1):**

There is a significant difference between income and periodical increase in salary motivates.

**TABLE SHOWING REGRESSION ANALYSIS.**

|  |  |  |  |
| --- | --- | --- | --- |
| **Variables Entered/Removeda** | | | |
| Model | Variables Entered | Variables Removed | Method |
| 1 | Incomeb | . | Enter |
| a. Dependent Variable: does salarys the most important attribute towards employee motivation | | | |
| b. All requested variables entered. | | | |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model Summaryb** | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .119a | .014 | .009 | .88151 |
| a. Predictors: (Constant), Income | | | | |
| b. Dependent Variable: does salary is the most important attribute towards employee motivation | | | | |
|  | | | | |

**INTERPRETATION:**

Here the significance was occurs and has a value 0.092is greter than 0.05. Hence H0 is accepted.

**RESULT:**

There is no significant difference between income and periodical increase in salary motivates

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVAa** | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 2.222 | 1 | 2.222 | 2.859 | .092b |
| Residual | 153.858 | 198 | .777 |  |  |
| Total | 156.080 | 199 |  |  |  |
| a. Dependent Variable: does salary is the most important attribute towards employe emotivation | | | | | | |
| b. Predictors: (Constant), Income | | | | | | |

**3.FINDINGS**

* The study found that 46% of respondents are under the age group of 20-30 years.
* Majority 53% of respondents are male.
* The study found that 40% of respondents are have working experience of 5-10 years.
* Majority 58.5% of respondents are undergraduates.
* The study found that 30.5% of respondents are under the income of 20000-30000.
* Majority 43% of the respondents are satisfied with the working culture.
* Majority 46% of the respondents agree with top management are considere important in motivation.
* Majority 71% of the respondents are satisfied with incentive awards.
* Majority 46.5% of the respondents are satisfied with the Employees Satisfaction level towards incentives.
* The study found that 50% of respondents agree that salary is most important attribute towards employee motivation.
* 42% of respondents agree that performance appraisal helpful in motivating the employees working in the organization.
* Majority 50% of the respondents opportunities for career development in the organization towards motivation.
* Majority of 43.5% of the respondents agree with the salary increament level that motivates employees the most.
* 39% of the respondents neutral with the support you are getting from the HR department.
* Majority53.5% of the respondents feel that the employees get motivated by their own approaches.

**4.SUGGESTIONS**

* Motivation of employees can still be increased so as to increase the efficiency and

satisfaction of work.

* Some of the areas that can be improved are: the financial incentives awards can be given more to motivate , it can improve the productivity level of the employees.
* Organization can give importance to communication between employees and gain co-ordination through it.
* Some of the employees are not satisfied with the relationship between the top management they can be free to speak with their employees.
* HR department can give some word appreciation when they complete any work or project.

**CONCLUSION**

The motivational strategies used in uni-tech engineering works are good.The employees are found to be motivated and they are happy with the pay structure, benefits,work hours, freedom to work etc. The most important factor for motivation is the ‘reward’ factor which includes cash rewards, gift vouchers and bonus. From the analysis we can understand that team leaders are highly motivated by job related motivational factors The organization has to be appreciated for keeping the employee highly motivated and thereby helping them to meet personal as well as organizational goals.

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