

## “Intrinsic and Extrinsic Motivational Aspirations of IT and ITES Employees in Bangalore”

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**Abstract:** Motivated workforce is imperative for any organization seeking to accomplish superior results in business field. Since, a lack of motivation among employees can cost an organization millions of dollars, identifying an effective motivational technique can help organizations to create a competitive advantage in the marketplace. We can say, the overall performance of an organization depends on its ability to motivate individual employees. In general, it is assumed that motivated employees will work harder to achieve organizational objectives. Therefore, learning how to motivate their employees has become a necessary task for managers. Also, understanding and adopting motivation can aid in shaping the behavior of employees in the workplace.

In this study we intended to know whether and which factors viz., extrinsic or intrinsic motivators aspired by the IT and ITES employees. A total of 303 employees from 61 different IT and ITES companies in Bangalore were covered in the survey. From the findings it was evident that the employees aspired more for achievement as an intrinsic factor and comfortable working conditions as an extrinsic factor, rather than other motivational factors under study.

**Keywords:** Motivated workforce, competitive advantage, Extrinsic, Intrinsic, Achievement

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### I. Introduction

Motivation can be defined as "the complex forces, needs, drives, tension states, or other mechanisms within us that will create and maintain voluntary activity directed toward the achievement of personal goals" (Burrus D et al.,2009). Employee motivation can be defined as "psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence" (Jones, Gareth R., George, Jennifer M, 2008). Various studies have been conducted on this topic to show the level of importance of employee motivation on business success. A study conducted by the District Chief of the Tulsa, Oklahoma Fire Department concluded that morale does, in fact, have a direct impact on employee productivity(Neely, Greg H,2012). Maslow (1943) stated that people are motivated to achieve certain needs. When one need is fulfilled a person seeks to fulfill the next one, and so on. Motivation is using financial rewards (salary increases, commissions, bonuses, family health benefits etc.) and nonfinancial rewards (recognition, gifts, privileges, praise, professional training etc.) to stimulate, encourage and entice an employee to expend more energy, efforts, and devotion to improve a job and increase productivity (Mohammed Ali Dodie Eltom, 2007).

It is practically not possible to determine a person's motivation until that person behaves or literally moves. By observing what an individual says or does in a given situation, one can draw rational inferences about his or her underlying motivation.

Rewards, rightly administered, can motivate high performance and creativity. And extrinsic rewards (such as scholarships, admissions, and jobs that often follow good grades) are here to stay (David G. Meyers). Using rewards is one of the motivational techniques and based on this, motivation can be divided into two types: intrinsic (internal) motivation and extrinsic (external) motivation (Carpenter and Foster, 1977).

Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on external pressures or a desire for reward. Extrinsic motivation refers to the performance of an activity in order to attain an outcome, whether or not that activity is also intrinsically motivated. Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards (for example money or grades) for showing the desired behavior, and the threat of punishment following misbehavior (Ryan, Richard; Edward L. Deci, 2000)

According to Mohammed Ali Dodie Eltom, (2007), adopting motivation techniques effectively in any organization helps in achieving the following-

1. Can induce interest and participation in something the individual had no initial interest
2. Paves the employees' way for success and make them remain with the organization
3. Flourishes the organization and achieve its goals efficiently.
4. Develops organizational as well as employees in order to reach the peak in work

5. Encourages employees to be loyal and honest to organization
6. Creates competitive climate among employees to discover those who have skills and seek responsibility and do great efforts in order to be promoted to upper ranks.

## **II. Review Of Literature**

Intrinsic motivation is a natural motivational tendency and is a critical element in cognitive, social, and physical development. (Ryan, Richard, Edward L. Deci (2000). Intrinsic rewards are internal, psychological rewards such as a sense of accomplishment or doing something because it makes one feel good (E.M., Silvestri, L, 1992). Students who are intrinsically motivated are more likely to engage in the task willingly as well as work to improve their skills, which will increase their capabilities. Wigfield, A., Guthrie, J. T., Tonks, S., & Perencevich, K. C. (2004).

Many studies have been conducted concerning how motivation is affected by rewards resulting in conflicting and inconsistent outcomes. Pierce, Cameron, Banko, and So (2003), conducted a study to examine how extrinsic rewards affect people's intrinsic motivation when the rewards are based on increasingly higher performance criteria. They found that rewarding people for meeting a graded level of performance, which got increasingly more difficult, spent more time on the study's activities and experienced an increase in intrinsic motivation. Participants who were not rewarded at all or only rewarded for maintaining a constant level of performance experienced less intrinsic motivation. The Job characteristics Model (JCM), as designed by Hackman and Oldham (1980) and Katz, Ralph (2013), attempts to use job design to improve employee intrinsic motivation. They show that any job can be described in terms of five key job characteristics viz., Skill Variety, Task Identity, Task Significance Autonomy, and Task Feedback.

Extrinsic rewards are rewards that other people give to you such as a money, compliments, bonuses, or trophies (E.M., Silvestri, L, 1992) Another study that examined the effects of extrinsic rewards on intrinsic motivation was conducted by Wiersma(1992). Wiersma conducted a meta-analysis to summarize the inconsistent results of past studies. The meta-analysis by Wiersma concluded that when extrinsic rewards are given by chance, they reduce intrinsic motivation. This result is supported when task behavior is measured during a free-time period. However, it is not supported when task performance is measured when the extrinsic reward is in effect. Wiersma also found that these results cannot be generalized to all situations. A study conducted by Earn (1982), also examined the effects of extrinsic rewards on intrinsic motivation. Earn wanted to know if extrinsic rewards had an impact on a person's intrinsic motivation based on the subject's locus of control. Earn found that pay increases decreased intrinsic motivation for subjects with an external locus of control whereas pay increases increased intrinsic motivation for subjects with an internal locus of control. The study also found that when the controlling aspect of the extrinsic reward was made pertinent by making pay dependent on a certain amount of performance, higher pay undermined the intrinsic motivation of subjects and their locus of control was not relevant.

## **III. Objectives**

1. To identify the most preferred intrinsic and extrinsic motivators by IT and ITES employees.
2. To find out the choice of IT and ITES employee's between intrinsic and extrinsic motivators.
3. To assess the influence of demographic variables like gender, age, education, work experience and sector on intrinsic and extrinsic motivators.

## **IV. Research Methodology**

The study was a cross-sectional descriptive research. Data was collected using a structured Questionnaire developed by Udai Pareek (1997). Questionnaire had two sections. Section-1 consisted of the demographic details of the respondents and Section- 2 consisted of 14 items of which 7 items represented intrinsic and 7 items represented extrinsic motivators. Five point Likert scale was used to rate the items, from 1 very unimportant to 5 very important.

Respondents included both graduates and postgraduates who were working with IT and ITES companies located in Bangalore. Data was collected from a sample of 303 employees. Of whom 182 employees were from 35 IT companies and 121 employees from 26 ITES companies located in Bangalore.

## **V. Data Analysis And Interpretation**

### **5.1. Demographic Profile of the Respondents**

The demographic profile describes the distribution of respondents among various categories like gender, educational qualification, work experience, designation and the sector to which they belonged to.

Table 5.1.1. Demographic Profile of the respondents

Particulars	Groups/Categories	No of respondents	Percentage (%)
Gender	Female	118	39
	Male	185	61
	Total	303	100
Age Group (yrs)	21 – 25	125	41
	26 – 30	178	59
	Total	303	100
Education	Graduate	224	74
	Post Graduate	79	26
	Total	303	100
Work Experience(yrs)	1 – 5	172	57
	6 – 10	131	43
	Total	303	100
Designation	Software Engineers	107	35
	Analysts	58	19
	Process Associates	54	18
	HR	51	17
	Senior R&D Engineers	33	11
	Total	303	100
Sector	IT	182	60
	ITES	121	40
	Total	303	100

The above TABLE 5.1.1. Clearly indicates that out of the total sample participated in the survey, female respondents constituted about 39% and male respondents constituted the rest of about 61%. The majority that is about 59% of the respondents was in the age group of 26 to 30 years and the remaining 41% of the respondents were from the age group of 21 to 25 years. About 74% of them were graduates and the remaining 26% possessed post graduation degree. 57% of the sample had a work experience in the range between 1 and 5 years, whereas 43% of the sample possessed a work experience between 6 and 10 years. The respondents were grouped into 5 categories. The single largest category that is about 35% of the sample was Software Engineers. Analysts and Process Associates constituted 19% and 18%, respectively, of the sample while HR and Senior R&D Engineers constituted 17% and 11%, respectively, of the sample. About three-fifth that is about 60% of the respondents was from IT industry and the rest 40% were from the ITES industry.

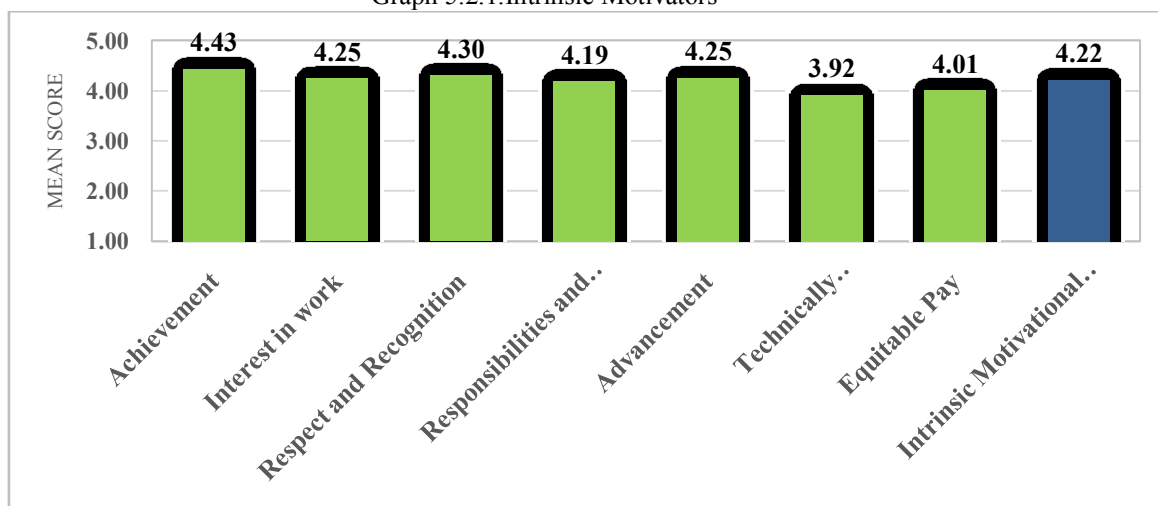
## 5.2. Descriptive analysis

Descriptive statistics provides the quantitative summary of the sample and about the observations made in the study. It includes two types of statistics that describes the data. Those are measures of central tendency and measures of spread. The mean and standard deviation values for seven intrinsic and seven extrinsic motivators respectively are as shown in the following tables.

Table 5.2.1. Intrinsic Motivators

Intrinsic Motivators	Count	Mean	Std. Dev.
Achievement	303	4.43	0.85
Interest in work	303	4.25	0.73
Respect and Recognition	303	4.30	0.77
Responsibilities and Independence	303	4.19	0.75
Advancement	303	4.25	0.76
Technically Competent Supervisor	303	3.92	0.81
Equitable Pay	303	4.01	0.82
<b>Intrinsic Motivators</b>	<b>303</b>	<b>4.22</b>	<b>0.59</b>

Graph 5.2.1. Intrinsic Motivators

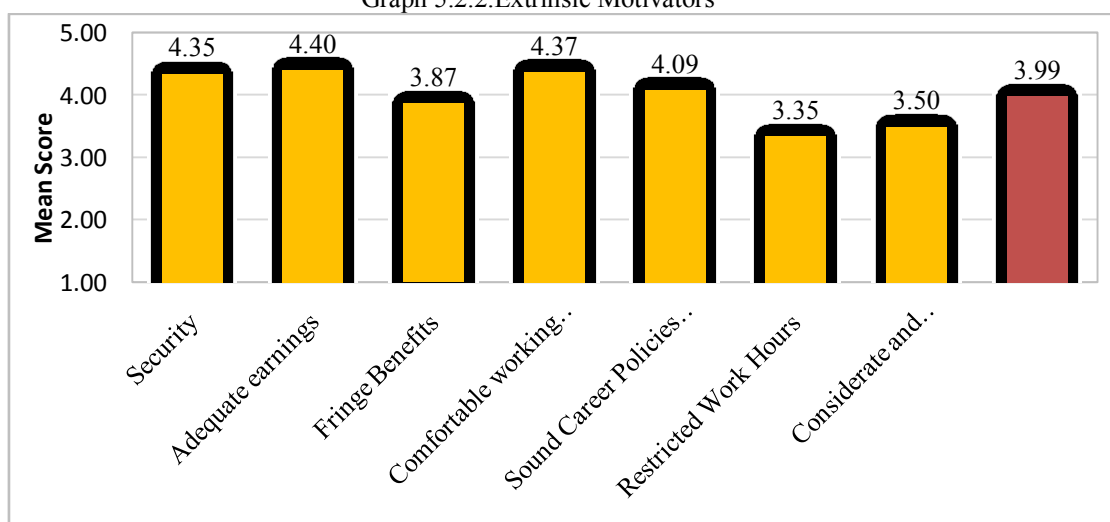


The overall mean score of intrinsic motivators was found to be 4.22. In various individual components, Achievement achieved the highest mean score of 4.43. This was followed by Respect and Recognition and Interest in work which achieved mean scores of 4.30 and 4.25, respectively. While Advancement and Responsibilities and Independence achieved mean scores of 4.25 and 4.19, respectively, the same achieved by Equitable Pay and Technically Competent Supervisor were 4.01 and 3.92, respectively.

Table 5.2.2. Extrinsic Motivators

Extrinsic Motivators	Count	Mean	Std. Dev.
Security	303	4.35	0.83
Adequate earnings	303	4.40	0.70
Fringe Benefits	303	3.87	0.94
Comfortable working conditions	303	4.37	0.77
Sound Career Policies and Practices	303	4.09	0.77
Restricted Work Hours	303	3.35	1.16
Considerate and Sympathetic Supervisor	303	3.50	1.13
<b>Extrinsic Motivators</b>	<b>303</b>	<b>3.99</b>	<b>0.50</b>

Graph 5.2.2. Extrinsic Motivators



The overall mean score of extrinsic motivators was found to be 3.99. In various individual components, adequate earnings achieved the highest mean score of 4.40. This was followed by Comfortable working conditions and Security which achieved mean scores of 4.37 and 4.35, respectively. While Sound Career

Policies and Practices and Fringe Benefits achieved mean scores of 4.09 and 3.87, respectively, Considerate and Sympathetic Supervisor and Restricted Work Hours achieved mean scores of 3.50 and 3.35, respectively.

**5.3. T- Test to test the influence of demographics on intrinsic and extrinsic motivators**

**Ho:** There is no significant difference in the perception of various intrinsic motivational factors across the gender of respondents.

**H1:** There is significant difference in the perception of various intrinsic motivational factors across the gender of respondents.

Table 5.3.1. Intrinsic Motivational Factors Vs. Gender

Intrinsic Motivational Factors	Gender	Count	Mean	Std. Dev.	Std. Error Mean	T Value	Sig. Value
Achievement	Female	118	4.60	0.54	0.05	2.79	0.00*
	Male	185	4.32	0.98	0.07		
Interest in work	Female	118	4.31	0.50	0.05	1.16	0.248
	Male	185	4.21	0.85	0.06		
Respect and Recognition	Female	118	4.38	0.52	0.05	1.54	0.126
	Male	185	4.25	0.88	0.07		
Responsibilities and Independence	Female	118	4.26	0.51	0.05	1.23	0.218
	Male	185	4.15	0.86	0.06		
Advancement	Female	118	4.28	0.76	0.07	0.52	0.61
	Male	185	4.23	0.77	0.06		
Technically Competent Supervisor	Female	118	4.01	0.71	0.07	1.57	0.117
	Male	185	3.86	0.87	0.06		
Equitable Pay	Female	118	3.97	0.88	0.08	-0.60	0.550
	Male	185	4.03	0.79	0.06		
<b>Intrinsic Motivational Factors</b>	<b>Female</b>	<b>118</b>	<b>4.31</b>	<b>0.34</b>	<b>0.03</b>	<b>2.25</b>	<b>0.025*</b>
	<b>Male</b>	<b>185</b>	<b>4.16</b>	<b>0.69</b>	<b>0.05</b>		

\*Significant at 5% level

From the above TABLE.5.3.1. the highest mean values scored by both male and female respondents are as follows- Achievement (4.60 & 4.32), Respect and Recognition (4.38 & 4.25), and Advancement (4.08 & 4.23). Hence Achievement, Respect and Recognition and Advancement are the three intrinsic motivators aspired more by both the genders. Hence null hypothesis accepted.

**Ho:** There is no significant difference in the perception of various extrinsic motivational factors across the gender of respondents.

**H2:** There is significant difference in the perception of extrinsic intrinsic motivational factors across the gender of respondents

Table 5.3.2. Extrinsic Motivational Factors Vs. Gender

Extrinsic Motivational Factors	Gender	Count	Mean	Std. Dev.	Std. Error Mean	T Value	Sig. Value
Security	Female	118	4.43	0.63	0.06	1.35	0.176
	Male	185	4.30	0.93	0.07		
Adequate earnings	Female	118	4.38	0.58	0.05	-0.54	0.593
	Male	185	4.42	0.77	0.06		
Fringe Benefits	Female	118	3.87	0.91	0.08	0.08	0.94
	Male	185	3.86	0.95	0.07		
Comfortable working conditions	Female	118	4.50	0.61	0.06	2.22	.027*
	Male	185	4.30	0.85	0.06		
Sound Career Policies and Practices	Female	118	4.18	0.61	0.06	1.68	0.094
	Male	185	4.03	0.85	0.06		
Restricted Work Hours	Female	118	3.24	1.19	0.11	-1.28	0.201
	Male	185	3.42	1.14	0.08		
Considerate and Sympathetic Supervisor	Female	118	3.74	1.17	0.11	2.96	0.003
	Male	185	3.34	1.08	0.08		
<b>Extrinsic Motivational Factors</b>	<b>Female</b>	<b>118</b>	<b>4.05</b>	<b>0.41</b>	<b>0.04</b>	<b>1.6</b>	<b>0.112</b>
	<b>Male</b>	<b>185</b>	<b>3.95</b>	<b>0.55</b>	<b>0.04</b>		

\*Significant at 5% level

From the above TABLE.5.3.2.Female respondents get extrinsically motivated by comfortable working conditions with a mean value 4.5, followed by security with a mean value 4.43 and adequate earnings with a mean value 4.38. While male respondents get motivated by the following extrinsic motivators. Adequate earnings with a mean value 4.42, security 4.30, and comfortable working conditions 4.3. Hence, alternate hypothesis is accepted.

**Ho:** There is no significant difference in the perception of various intrinsic motivational factors across the working sectors of respondents.

**H3:** There is significant difference in the perception of various intrinsic motivational factors across the working sectors of respondents

**Table 5.3.3.Intrinsic Motivational Factors Vs. Sector**

Intrinsic Motivational Factors	Sector	Count	Mean	Std. Dev.	Std. Error Mean	T Value	Sig. Value
Achievement	IT	182	4.51	0.82	0.06	2.05	.042*
	ITES	121	4.31	0.87	0.08		
Interest in work	IT	182	4.39	0.65	0.05	4.24	.000*
	ITES	121	4.03	0.80	0.07		
Respect and Recognition	IT	182	4.42	0.62	0.05	3.29	.001*
	ITES	121	4.13	0.92	0.08		
Responsibilities and Independence	IT	182	4.41	0.65	0.05	6.55	.000*
	ITES	121	3.87	0.77	0.07		
Advancement	IT	182	4.34	0.73	0.05	2.39	.017*
	ITES	121	4.13	0.81	0.07		
Technically Competent Supervisor	IT	182	4.02	0.80	0.06	2.79	.006*
	ITES	121	3.76	0.81	0.07		
Equitable Pay	IT	182	4.13	0.79	0.06	3.07	.002*
	ITES	121	3.83	0.84	0.08		
<b>Intrinsic Motivational Factors</b>	<b>IT</b>	<b>182</b>	<b>4.35</b>	<b>0.48</b>	<b>0.04</b>	<b>4.97</b>	<b>.000*</b>
	<b>ITES</b>	<b>121</b>	<b>4.02</b>	<b>0.67</b>	<b>0.06</b>		

\*Significant at 5% level

From the above TABLE5.3.3.Achievement with a mean value of 4.51 & 4.31 and respect and recognition- 4.42 & 4.13 are the intrinsic motivators aspired by IT and ITES professionals respectively. Therefore, null hypothesis is accepted.

**Ho:** There is no significant difference in the perception of various extrinsic motivational factors across the working sectors of respondents.

**H4:** There is significant difference in the perception of various extrinsic motivational factors across the working sectors of respondents.

**Table 5.3.4.Extrinsic Motivational Factors Vs. Sector**

Extrinsic Motivational Factors	Sector	Count	Mean	Std. Dev.	Std. Error Mean	T Value	Sig. Value
Security	IT	182	4.39	0.69	0.05	1.08	0.279
	ITES	121	4.28	1.00	0.09		
Adequate earnings	IT	182	4.52	0.58	0.04	3.66	.000*
	ITES	121	4.23	0.82	0.08		
Fringe Benefits	IT	182	4.02	0.86	0.06	3.59	.000*
	ITES	121	3.63	1.00	0.09		
Comfortable working conditions	IT	182	4.49	0.62	0.05	3.41	.001*
	ITES	121	4.19	0.92	0.08		
Sound Career Policies and Practices	IT	182	4.18	0.66	0.05	2.7	.007*
	ITES	121	3.94	0.88	0.08		
Restricted Work Hours	IT	182	3.48	1.15	0.09	2.41	.016*
	ITES	121	3.15	1.16	0.11		
Considerate and Sympathetic Supervisor	IT	182	3.71	1.10	0.08	4.02	.000*
	ITES	121	3.18	1.10	0.10		
<b>Extrinsic Motivational Factors</b>	<b>IT</b>	<b>182</b>	<b>4.11</b>	<b>0.45</b>	<b>0.03</b>	<b>5.52</b>	<b>.000*</b>
	<b>ITES</b>	<b>121</b>	<b>3.80</b>	<b>0.52</b>	<b>0.05</b>		

\*Significant at 5% level

From the TABLE 5.3.4. Extrinsic motivators by which IT professionals get motivated are adequate earnings with a highest mean value of 4.52, followed by comfortable working conditions-4.49.

ITES professionals aspire for these extrinsic motivators- security with a mean value of 4.28, followed by adequate earnings-4.23. Hence, alternate hypothesis is accepted.

**H<sub>0</sub>:** There is no significant difference in the perception of various intrinsic motivational factors across the education levels of respondents.

**H<sub>5</sub>:** There is significant difference in the perception of various intrinsic motivational factors across the education levels of respondents

**Table 5.3.5. Intrinsic Motivational Factors Vs. Education**

Intrinsic Motivational Factors	Education	Count	Mean	Std. Dev.	F Value	Sig
Achievement	Graduate	224	4.42	0.81	0.20	0.65
	Post Graduate	79	4.47	0.94		
	Total	303	4.43	0.85		
Interest in work	Graduate	224	4.24	0.79	0.03	0.86
	Post Graduate	79	4.26	0.55		
	Total	303	4.25	0.73		
Respect and Recognition	Graduate	224	4.25	0.79	4.27	0.04*
	Post Graduate	79	4.45	0.68		
	Total	303	4.30	0.77		
Responsibilities and Independence	Graduate	224	4.17	0.78	0.36	0.55
	Post Graduate	79	4.23	0.63		
	Total	303	4.19	0.75		
Advancement	Graduate	224	4.22	0.76	2.16	0.14
	Post Graduate	79	4.36	0.78		
	Total	303	4.25	0.76		
Technically Competent Supervisor	Graduate	224	3.87	0.84	2.36	0.13
	Post Graduate	79	4.04	0.70		
	Total	303	3.92	0.81		
Equitable Pay	Graduate	224	3.94	0.85	6.91	0.01*
	Post Graduate	79	4.22	0.70		
	Total	303	4.01	0.82		
<b>Intrinsic Motivational Factors</b>	<b>Graduate</b>	<b>224</b>	<b>4.19</b>	<b>0.63</b>	<b>1.67</b>	<b>0.20</b>
	<b>Post Graduate</b>	<b>79</b>	<b>4.29</b>	<b>0.41</b>		
	<b>Total</b>	<b>303</b>	<b>4.22</b>	<b>0.59</b>		

\*Significant at 5% level

From the above TABLE 5.3.5. Graduates and Post graduates are motivated by these intrinsic motivators- zAchievement with a mean value 4.42 & 4.47, respect and recognition- 4.25 & 4.45 respectively. Therefore, null hypothesis is accepted.

**H<sub>0</sub>:** There is no significant difference in the perception of various extrinsic motivational factors across the education levels of respondents.

**H<sub>6</sub>:** There is significant difference in the perception of various extrinsic motivational factors across the education levels of respondents

**Table 5.3.6. Extrinsic Motivational Factors Vs. Education**

Extrinsic Motivational Factors	Education	Count	Mean	Std. Dev.	F Value	Sig
Security	Graduate	224	4.36	0.83	0.19	0.67
	Post Graduate	79	4.31	0.83		
	Total	303	4.35	0.83		
Adequate earnings	Graduate	224	4.40	0.66	0.03	0.86
	Post Graduate	79	4.42	0.82		
	Total	303	4.40	0.70		
Fringe Benefits	Graduate	224	3.75	0.99	13.22	0.00*
	Post Graduate	79	4.19	0.67		
	Total	303	3.87	0.94		
Comfortable working conditions	Graduate	224	4.40	0.76	0.98	0.32
	Post Graduate	79	4.30	0.80		
	Total	303	4.37	0.77		
Sound Career Policies and Practices	Graduate	224	4.07	0.78	0.56	0.46
	Post Graduate	79	4.14	0.74		

	Total	303	4.09	0.77		
Restricted Work Hours	Graduate	224	3.26	1.18	4.38	0.04*
	Post Graduate	79	3.58	1.07		
	Total	303	3.35	1.16		
Considerate and Sympathetic Supervisor	Graduate	224	3.36	1.18	12.61	0.00*
	Post Graduate	79	3.88	0.87		
	Total	303	3.50	1.13		
Extrinsic Motivational Factors	Graduate	224	3.94	0.53	7.08	0.01*
	Post Graduate	79	4.12	0.39		
	Total	303	3.99	0.50		

\*Significant at 5% level

From the TABLE 5.3.6.Extrinsic motivators aspired by graduates are adequate earnings with a mean value of 4.40, comfortable working conditions-4.40 and security -4.36. Post graduates aspire for the following extrinsic motivators, adequate earnings with a mean value of 4.42, security -4.31 and comfortable working conditions-4.30.Hence null hypothesis is accepted.

**Ho:** There is no significant difference in the perception of various intrinsic motivational factors across the work experience of respondents.

**H7:** There is significant difference in the perception of various intrinsic motivational factors across the work experience of respondents

Table 5.3.7.Intrinsic Motivational Factors Vs. Work Experience

Intrinsic Motivational Factors	Work Experience	Count	Mean	Std. Dev.	F Value	Sig
Achievement	1 – 5	172	4.52	0.84	4.87	0.03*
	6 – 10	131	4.31	0.84		
	Total	303	4.43	0.85		
Interest in work	1 – 5	172	4.36	0.74	10.56	0.00*
	6 – 10	131	4.09	0.70		
	Total	303	4.25	0.73		
Respect and Recognition	1 – 5	172	4.28	0.79	0.37	0.54
	6 – 10	131	4.33	0.73		
	Total	303	4.30	0.77		
Responsibilities and Independence	1 – 5	172	4.25	0.75	2.81	0.09
	6 – 10	131	4.11	0.73		
	Total	303	4.19	0.75		
Advancement	1 – 5	172	4.33	0.74	3.92	0.05*
	6 – 10	131	4.15	0.78		
	Total	303	4.25	0.76		
Technically Competent Supervisor	1 – 5	172	3.78	0.83	12.14	0.00*
	6 – 10	131	4.10	0.76		
	Total	303	3.92	0.81		
Equitable Pay	1 – 5	172	4.12	0.77	7.61	0.01*
	6 – 10	131	3.86	0.87		
	Total	303	4.01	0.82		
Intrinsic Motivational Factors	1 – 5	172	4.24	0.57	0.56	0.45
	6 – 10	131	4.19	0.60		
	Total	303	4.22	0.59		

\*Significant at 5% level

From the TABLE 5.3.7.employees in the range of 1-5 years work experience get motivated by following intrinsic motivators, achievement 4.52, and interest in work 4.36. With the experience of 6-10 years, they get motivated by respect and recognition 4.33 and achievement 4.31. Therefore alternate hypothesis is accepted.

**Ho:** There is no significant difference in the perception of various extrinsic motivational factors across the work experience of respondents.

**H8:** There is significant difference in the perception of various extrinsic motivational factors across the work experience of respondents



**Table 5.3.8.Extrinsic Motivational Factors Vs. Work Experience**

Extrinsic Motivational Factors	Work Experience	Count	Mean	Std. Dev.	F Value	Sig
Security	1 – 5	172	4.26	0.82	3.90	0.05*
	6 – 10	131	4.45	0.83		
	Total	303	4.35	0.83		
Adequate earnings	1 – 5	172	4.54	0.68	15.78	0.00*
	6 – 10	131	4.22	0.70		
	Total	303	4.40	0.70		
Fringe Benefits	1 – 5	172	4.01	0.80	8.88	0.00*
	6 – 10	131	3.68	1.07		
	Total	303	3.87	0.94		
Comfortable working conditions	1 – 5	172	4.29	0.82	4.22	0.04*
	6 – 10	131	4.48	0.68		
	Total	303	4.37	0.77		
Sound Career Policies and Practices	1 – 5	172	4.08	0.81	0.01	0.91
	6 – 10	131	4.09	0.71		
	Total	303	4.09	0.77		
Restricted Work Hours	1 – 5	172	3.42	1.16	1.47	0.23
	6 – 10	131	3.25	1.16		
	Total	303	3.35	1.16		
Considerate and Sympathetic Supervisor	1 – 5	172	3.64	0.98	6.55	0.01*
	6 – 10	131	3.31	1.27		
	Total	303	3.50	1.13		
<b>Extrinsic Motivational Factors</b>	<b>1 – 5</b>	<b>172</b>	<b>4.04</b>	<b>0.52</b>	<b>3.41</b>	<b>0.07</b>
	<b>6 – 10</b>	<b>131</b>	<b>3.93</b>	<b>0.48</b>		
	<b>Total</b>	<b>303</b>	<b>3.99</b>	<b>0.50</b>		

\*Significant at 5% level

From the TABLE 5.3.8.those employees who possessed experience in the range of 1-5 years get motivated by these extrinsic motivators, adequate earnings 4.54 where as with experience of 6-10 years, they get motivated by comfortable working conditions 4.48. Hence alternate hypothesis is accepted.

**H<sub>0</sub>:** There is no significant difference in the perception of various intrinsic motivational factors across the age groups of respondents.

**H<sub>1</sub>:** There is significant difference in the perception of various intrinsic motivational factors across the age groups of respondents

**Table 5.3.9.Intrinsic Motivational Factors Vs. Age Group**

Intrinsic Motivational Factors	Age Group	Count	Mean	Std. Dev.	F Value	Sig
Achievement	21 – 25	125	4.72	0.66	26.60	0.00*
	26 – 30	178	4.23	0.90		
	Total	303	4.43	0.85		
Interest in work	21 – 25	125	4.31	0.64	1.42	0.24
	26 – 30	178	4.20	0.79		
	Total	303	4.25	0.73		
Respect and Recognition	21 – 25	125	4.26	0.76	0.63	0.43
	26 – 30	178	4.33	0.77		
	Total	303	4.30	0.77		
Responsibilities and Independence	21 – 25	125	4.29	0.68	3.86	0.05*
	26 – 30	178	4.12	0.78		
	Total	303	4.19	0.75		
Advancement	21 – 25	125	4.41	0.73	9.27	0.00*
	26 – 30	178	4.14	0.77		
	Total	303	4.25	0.76		
Technically Competent Supervisor	21 – 25	125	3.93	0.79	0.04	0.85
	26 – 30	178	3.91	0.83		
	Total	303	3.92	0.81		
Equitable Pay	21 – 25	125	4.30	0.66	28.26	0.00*
	26 – 30	178	3.81	0.87		
	Total	303	4.01	0.82		
<b>Intrinsic Motivational</b>	<b>21 – 25</b>	<b>125</b>	<b>4.30</b>	<b>0.51</b>	<b>4.33</b>	<b>0.04*</b>

Factors	26 – 30	178	4.16	0.63		
	Total	303	4.22	0.59		

From the TABLE 5.3.9.employees who belonged to the age group of 21-25 years, get motivated by following intrinsic motivators, achievement 4.72, advancement 4.41 and equitable pay 4.30. Those with the age group of 26-30 years get motivated by respect and recognition 4.33, achievement 4.23 and interest in work 4.20. Hence alternate hypothesis is accepted.

**Ho:** There is no significant difference in the perception of various extrinsic motivational factors across the age groups of respondents.

**H10:** There is significant difference in the perception of various extrinsic motivational factors across the age groups of respondents

Table 5.3.10.Extrinsic Motivational Factors Vs Age Group

Extrinsic Motivational Factors	Age Group	Count	Mean	Std. Dev.	F Value	Sig
Security	21 - 25	125	4.15	0.78	13.09	0.00*
	26 - 30	178	4.49	0.83		
	Total	303	4.35	0.83		
Adequate earnings	21 - 25	125	4.41	0.66	0.03	0.87
	26 - 30	178	4.40	0.73		
	Total	303	4.40	0.70		
Fringe Benefits	21 - 25	125	4.16	0.79	22.38	0.00*
	26 - 30	178	3.66	0.98		
	Total	303	3.87	0.94		
Comfortable working conditions	21 - 25	125	4.19	0.76	12.02	0.00*
	26 - 30	178	4.50	0.75		
	Total	303	4.37	0.77		
Sound Career Policies and Practices	21 - 25	125	4.02	0.70	1.41	0.24
	26 - 30	178	4.13	0.81		
	Total	303	4.09	0.77		
Restricted Work Hours	21 - 25	125	3.64	1.07	13.76	0.00*
	26 - 30	178	3.14	1.18		
	Total	303	3.35	1.16		
Considerate and Sympathetic Supervisor	21 - 25	125	3.97	0.83	41.84	0.00*
	26 - 30	178	3.16	1.20		
	Total	303	3.50	1.13		
<b>Extrinsic Motivational Factors</b>	<b>21 - 25</b>	<b>125</b>	<b>4.08</b>	<b>0.47</b>	<b>6.68</b>	<b>0.01*</b>
	<b>26 - 30</b>	<b>178</b>	<b>3.93</b>	<b>0.52</b>		
	<b>Total</b>	<b>303</b>	<b>3.99</b>	<b>0.50</b>		

\*Significant at 5% level

From the TABLE 5.3.10.those employees with the age group 21-25 years get motivated by following extrinsic motivators' comfortable working conditions 4.19, fringe benefits 4.16 and security 4.15. Respondents who belonged to the age group of 26-30 years get motivated by comfortable working conditions 4.5, security 4.49 and adequate earnings 4.40. Therefore alternate hypothesis is accepted.

## VI. Findings

**Gender:** Intrinsic motivators-Achievement, Respect & Recognition, and Advancement are the top three intrinsic motivators preferred by both female and male respondents.

Extrinsic motivators-Female respondents get extrinsically motivated by comfortable working conditions where as male respondents get extrinsically motivated by adequate earnings.

**Age:** Intrinsic motivators-Professionals, who belonged to the age group of 21-25 years, get intrinsically motivated by achievement and those with the age group of 26-30 years get motivated by respect and recognition.

Extrinsic motivators-Those with the age group 21-25 years and 26-30 years get extrinsically motivated by comfortable working conditions.

**Education:** Intrinsic motivators-Graduates as well as post graduates are motivated by these intrinsic motivators that are Achievement, and respect & recognition for their work.

Extrinsic motivators- Graduates and post graduates aspired for adequate earnings.

**Work Experience:** Intrinsic motivators-Professionals in the range of 1-5 years work experience aspired achievement as their intrinsic motivators, where as professionals with the experience of 6-10 years, get

motivated by respect and recognition. There seem to be significant differences in the preference of intrinsic motivators across Work Experience with respect to intrinsic motivators.

Extrinsic motivators-Those professionals who possessed experience in the range of 1-5 years get motivated by adequate earnings. With experience of 6-10 years, get motivated by comfortable working conditions. There seem to be significant differences in the preference of extrinsic motivators across Work Experience with respect to extrinsic motivators.

**Sector:** Intrinsic motivators- IT as well as ITES professionals aspired more for intrinsic motivators (mean value 4.22) than extrinsic motivators (3.99) marginally. They get motivated to work by the following intrinsic motivator, achievement. Professionals belonging to both the sectors highly value achievement in their personal as well as professional life.

Extrinsic motivators -They are extrinsically motivated to work if they have adequate earnings- highly valued by male respondents; comfortable working conditions- highly aspired by female respondents, of both IT and ITES sectors. These are the important differentiating motivators across the genders.

**Designation:** Intrinsic motivators-**Software engineers** prefer achievement as intrinsic motivator.

**Analysts** get motivated by following intrinsic motivator, such as advancement.

**Process associates** get motivated intrinsically by respect and recognition.

**HR professionals** get motivated intrinsically by achievement.

**Senior R & D engineers** get motivated intrinsically by respect and recognition.

Extrinsic motivators- **Software engineers** preferred adequate earnings as their extrinsic motivator.

**Analysts, Process associates, and HR professionals'** preferred comfortable working conditions,

**Senior R & D engineers** preferred security

The demographic variables such as gender and sector had an influence on the extrinsic motivators where as intrinsic motivators remained unaffected. But work experience and age of the employees had an influence on both intrinsic as well as extrinsic motivators.

## VI. Conclusion

From the study, we can infer that both IT and ITES employees are motivated by intrinsic factors only marginally than the extrinsic factors and they highly value achievement. Comfortable working conditions which includes conducive physical work environment but also, the work culture, organization climate, updated technology, work-life balance, hygiene factors, efficient team members and boss was preferred next to achievement by female employees, whereas male employees preferred to have adequate earnings when compared with female employees. There were no significant differences observed in the study with respect to educational qualification of the employees. Therefore, organizations can think in this perspective to fulfill an employee's aspired motivators which in turn would contribute to retain its talented workforce and ultimately achieve organizational objectives.

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