

# **A STUDY OF MOTIVATIONAL FACTORS OF THE INDUSTRIAL WORKERS: IN RELATIONSHIP TO AGE, EDUCATION LEVEL AND HIERARCHICAL POSITION**

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## **ABSTRACT**

The present study deals with the study of motivation of employees and its relationship to some other relevant variables. The study was conducted on the workers of JCT Electronics Ltd., Vadodara, in May, 2011. This paper tries to find out the Motivation level of the respondents and figures it out into three different categories of Low, Moderate and High. Further, it tries to establish the relationship if any that exists between Motivation as a dependent variable and Age, Experience and Education level of the employees as independent variables. Data of both types i.e., primary and secondary has been used for the study. Secondary data has been collected through company's Documents, Manual and its website, the Primary data is collected from 70 employees belonging to different educational backgrounds, hierarchical positions and age groups through a questionnaire that contains factors that have been taken from McClelland's achievement needs theory, Herzberg's two factor theory, Latham and Locke's goal theory, and Hackman and Oldham's job characteristics model, which are different in approach, yet complimentary. The instrument employs 11 questions on a 5 point likert based scale. The responses from the respondents were then subjected to statistical tests.

The results show that Motivation level of respondents is quite good, though there is scope of improvement as there were respondents with low level of motivation. Further, motivation seems to be unrelated with the different independent variables. It can be inferred from the results that factors responsible for motivating employees seem to be present in the environment of the organization.

**KEYWORDS:** Motivation, Age, Position in Hierarchy, Education Level