



Date: 26-03-2018

## CERTIFICATE

We are pleased to certify that Mr. KIRANKUMAR N (1AY16MBA34) has successfully completed the training commenced from 15<sup>th</sup> January 2018 to 24<sup>th</sup> March 2018 in the project report entitled as "A STUDY ON EMPLOYEE MOTIVATIONAL STRATEGIES IN AN ORGANIZATION AT DYNAMATIC TECHNOLOGIES LIMITED" Bangalore, for the period of 10 weeks.

We wish him best wishes to his future

For Dynamic Technologies Limited  
For DYNAMATIC TECHNOLOGIES LTD

  
Human Resource



# ACHARYA INSTITUTE OF TECHNOLOGY

(Affiliated to Visvesvaraya Technological University, Belagavi, Approved by AICTE, New Delhi and Accredited by NBA and NAAC)

Date: 23/05/2018

## CERTIFICATE

This is to certify that **Mr. Kirankumar N** bearing USN **1AY16MBA34** is a bonafide student of Master of Business Administration course of the Institute 2016-18 batch, affiliated to Visvesvaraya Technological University, Belagavi. Project report on “**A Study on Employee Motivational Strategy at Dynamatic Technology Ltd, Bangalore**” is prepared by him under the guidance of **Prof. Monica M** in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belagavi, Karnataka.

Signature of Internal Guide

Signature of HOD

Head of the Department  
Department of MBA  
Acharya Institute of Technology  
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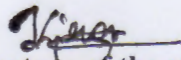
Signature of Principal  
PRINCIPAL

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Soldevanahalli Bangalore-560 107

## DECLARATION

I, **Kirankumar N**, hereby declare that the Project report entitled “**A STUDY ON EMPLOYEE MOTIVATIONAL STATERGY AT DYNAMATIC TECHNOLOGY LIMITED**” with reference to “**Dynamatic technology, Bangalore**” prepared by me under the guidance of **Prof. Monica M**, faculty of M.B.A Department, **Acharya Institute of Technology** and external assistance by **Mr. Shrinivas Katti, Human resources, Dynamatic Technology**. I also declare that this Project work is towards the partial fulfilment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum. I have undergone a summer project for a period of ten weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: *Bangalore*  
Date: *29/05/18.*

  
Signature of the student:

## **ACKNOWLEDGEMENT**

"The successful completion of any task would be incomplete without mentioning the people who made it possible and whose constant guidance and encouragement secured us our success".

I am indebted to **Mrs. Monica M** (Professor, AIT) for his perfect guidance in every step of my project, which has always been my source of inspiration and motivation. I extend my sincere thanks for his constant support and guidance.

I would like to express my sincere & heart filled thanks to **Mr. Shrinivas Katti**, Human resources for his perseverance and eagerness to help me in all possible ways and giving me an opportunity to do my project in this esteemed organization.

**KIRANKUMAR N**

**1AY16MBA34**

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## **EXECUTIVE SUMMERY**

Motivation in simple terms may be understood as the set of forces that cause people to behave in certain ways. A motivated employee generally is more quality oriented. Highly motivated worker is more productive than apathetic worker one reason why motivation is a difficult task is that the workforce is changing. Employees join organizations with different needs and expectations. Their values, beliefs, background, lifestyles, perceptions and attitudes are different. Not many organizations have understood these and not many HR experts are clear about the ways of motivating such diverse workforce. Now days employees have been hired, trained and remunerated they need to be motivated for better performance. Motivation in simple terms may be understood as the set or forces that cause people to behave certain ways. People are motivated rewards something they can relate to and something they can believe in. Times have changed People wants more. Motivated employees are always looking for better ways to do a job. It is the responsibility of managers to make employees look for better ways of doing their jobs. Individuals differ not only in their ability to do but also in their will to do, or motivation Managers who are successful in motivating employees are often providing an environment in which appropriate goals are available for needs satisfaction. Retaining and motivating workers requires special attention and the responsibility falls squarely on the shoulders of HR as well as managers and supervisors at all level. They have to create a work environment where people enjoy what they do, feel like they have a purpose and have pride in the mission of the organization. It requires more time, more skill, and managers who care about people. It takes true leadership. By giving employees special tasks, you make them feel more important. When your employees feel like they are being trusted with added responsibilities, they are motivated to work even harder so they won't let the company down. Motivation is essential for any company because employee is Asset of company. Motivation is important for the growth of employees as well as growth of the organization.

**CHAPTER -1**  
**INTRODUCTION**

## **INTRODUCTION**

Company's employees are one of its most valuable assets, and managing them can be the most important yet challenging tasks required of management. What is it that drives employee motivation? What causes an employee to WANT to do his or her job successfully?

The answers to these questions should be on employer's minds if they are to retain and create effective, productive workforces. Remember, your number one customers should be your people. A lack of employee motivation is a true killer.

To some extent, a high level of employee motivation is derived from effective management practices. To develop motivated employees, a manager must treat people as individuals, empower workers, provide an effective reward system, redesign jobs, and create a flexible workplace.

There are many approaches to motivation: physiological, behavioral, cognitive, and social. It is the crucial element in setting and attaining goals—and research shows you can influence your own levels of motivation and self-control. According to various theories, motivation may be rooted in a basic need to minimize physical pain and maximize pleasure; or it may include specific needs such as eating and resting; or a desired object, goal, state of being, or ideal; or it may be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality. Conceptually, motivation should not be confused with either volition or optimism. Motivation is related to, but distinct from, emotion.

## **WHAT IS MOTIVATION?**

A motive is an impulse that causes a person to act. Motivation is an internal process that makes a person move toward a goal. Motivation, like intelligence, can't be directly observed. Instead, motivation can only be inferred by noting a person's behaviour.

An employee's performance typically is influenced by motivation, ability, and the work environment. Some deficiencies can be addressed by providing training or altering the environment, motivation problems are not as easily addressed. Motivation is

important because of its significance as a determinant of performance and its intangible nature.

Often, people confuse the idea of 'happy' employees with 'motivated' employees. These may be related, but motivation actually describes the level of desire employees feel to perform, regardless of the level of happiness. Employees who are adequately motivated to perform will be more productive, more engaged and feel more invested in their work. When employees feel these things, it helps them, and thereby their managers, be more successful.

It is a manager's job to motivate employees to do their jobs well. So how do managers do this? The answer is motivation in management, the process through which managers encourage employees to be productive and effective.

Think of what you might experience in a retail setting when a motivated cashier is processing your transaction. This type of cashier will:

- Be friendly, creating a pleasant transaction that makes you more likely to return
- Process your transaction quickly, meaning that the store can service more customers
- Suggest an additional item you would like to purchase, increasing sales for the store

In short, this employee is productive and delivers a high-quality output.

## **THE PSYCHOLOGY OF MOTIVATION**

Motivation is what causes us to act. Motivation activates, directs and sustains our goal driven behaviours, from a basic act such as obtaining food to a more sophisticated act such as obtaining a Ph.D. or becoming an entrepreneur. At our core people are motivated by our biological/physiological, social, emotional and cognitive needs.

Very often our biological needs motivate us initially before our emotional, social and cognitive needs assert themselves especially as we gain new experiences and form bonds with others. If they did not then it would be difficult for people to sustain personal relationships including with family. As we build our life's experiences we add more factors into the motivation puzzle.

People are complex and it is not always enough to satisfy basic biological or even emotional, social and cognitive needs. It is the interplay between all of these factors, coupled with an individual's own experiences and perceptions that drive individual motivation.

It sounds like a difficult task to motivate an individual if we all bring different needs, experiences and perceptions to the table. Yet there are frequently common factors that do motivate people, although motivate them to different levels. For example, hunger and loneliness can be strong motivational factors generally but these factors motivate people to different degrees at different times.

We often hear motivation described as Intrinsic or extrinsic; intrinsic meaning arising from within and extrinsic from outside. Extrinsic rewards are often described as material rewards such as a trophy or award including recognition or praise. And intrinsic motivations arise from internal factors such as the desire to climb a mountain or complete a complicated task. But at the end of the day both internal and external motivation is fuelled by the individual's own goal driven needs.

## **EMPLOYEE MOTIVATION**

Success of the organization depends on the employees' commitment and effort, further efficiency and the effectiveness, which drives by the one of the key element of the organization, is the human resource. However organizations are the social systems, cannot be succeed without the employees job satisfaction, and commitment to the organization followed by the determination of effectiveness.

It is vital to retain and attracting the well qualified person with great job satisfaction and commitment. Especially in the knowledge based sector as well as higher education sector, or if they are in the business sector, it is very significant that in the area under the job satisfaction and commitment is critical in the industries such as hospitality and entertainment sector.

Commitment of the employee is a valuable asset to the organization. It is proven that when the commitment increased it will automatically increase the job satisfaction, performance, motivation, and creativeness and reduce the absentees and turnover.

This research paper based on the job satisfaction and the organizational commitment, for justifying the case relationship was observes with the level of job satisfaction and commitment, and further negative characteristics such as absenteeism, grievance expression, tardiness, low morale and high turnover. It is important managers and indicates the need to retain and commit to work parameters such as job satisfaction and organizational commitment. Researchers has found factor those impact on the individuals decisions to stay or leave the organization. In this case organizational commitment has been taken as commitment of the employees to the workplace. There are different factors are impact on the employers relationship to work those mostly incur the wage to work place and satisfaction. In this research project envisage employer commitment to the organization and the way of working examine in detail how the motivation factors influence the commitment to work.

The difference between inspiration and motivation is that inspiration gives you the idea and motivation causes you to put the idea into action. In business, inspiration is important in offering new ideas for running expanding your company and motivation insures that employees will work hard enough to see your ideas through to success. There are several motivational strategies in business that can help get your employees excited about making inspiration a reality.

### **1. External Motivation**

- Fear- You had better get this right, or you will lose money, job, respect, relationship, status, etc.
- Incentives- If you do this right, you will gain money, recognition, status, promotion, lifestyle, etc.

The impact of external motivation is temporary. When the threat or incentive is removed, motivation is lost.

### **2. Internal Motivation**

Most employees have been exposed to the idea “If it is to be, it’s up to me.” Many set worthwhile goals, BUT their suboptimal thinking prevents them from being their best, and taking the best actions to achieve the best outcomes. They compromise their own

best interests and the best interests of the organization, because they haven't been educated in the art and science of consistent Optimal Thinking.

You can create your own "Best Place to Work" environment where loyal employees bring the best version of themselves to the workplace, regardless of the circumstances. Optimal Thinking employees don't rely on a pat on the back from management or a bonus at the end of the year to do their best. They focus on what is most important, ask the best questions to invite the best solutions, and make the most of the hands they are dealt. External incentives, recognition, and rewards are secondary, because they are self-motivated optimizers. All aspects of workplace trust — including credibility, transparency, respect, fairness, pride and camaraderie — proliferate in an Optimal Thinking collaborative culture.

### **WHAT ARE THE MAIN EMPLOYEE MOTIVATION STRATEGIES?**

Many employees have different motivations for

Coming to work and doing a good job, and it's up to you to get the most out of all of them. One of the most obvious motivational strategies is of course money, whether in the form of pay increases or bonuses.

However, these may be neither necessary – nor always the best type of reward. Once offered, cash bonuses can come to be expected and quickly forgotten, especially if they are the only recognition employees receive.

- **Employee Input**

According to the US Business Review, one strong motivational strategy is to maintain open communication with your employees. When employees feel like their ideas are being heard, and that they have a say in the direction the company is going in, then they are more apt to take a direct interest in the success of the company. Allowing employees to air their ideas, and then using some of those ideas openly, gives employees a feeling of responsibility toward the company's success. The staffs have a partial ownership in the ideas that move the company forward and that can be a very strong motivation.

- **On a team work basis.**

Frequent, positive feedback provided within an enjoyable team-oriented environment, makes a tremendous difference in employees' sense of being valued. With or without

financial rewards, these cultural aspects of the workplace make an excellent morale raising investment in your staff and business.

This applies even in a strictly goal driven environment such as sales or investment banking. Strive to maintain an enjoyable, family-orientated atmosphere in which all employees focus on achieving team goals.

- **Providing an effective reward system**

Managers often use rewards to reinforce employee behaviour that they want to continue. A reward is a work outcome of positive value to the individual. Organizations are rich in rewards for people whose performance accomplishments help meet organizational objectives. People receive rewards in one of the following two ways:

- Extrinsic rewards are externally administered. They are valued outcomes given to someone by another person, typically a supervisor or higher level manager. Common workplace examples are pay bonuses, promotions, time off, special assignments, office fixtures, awards, verbal praise, and so on. In all cases, the motivational stimulus of extrinsic rewards originates outside the individual.
- Intrinsic rewards are self-administered. Think of the “natural high” a person may experience after completing a job. That person feels good because she has a feeling of competency, personal development, and self-control over her work. In contrast to extrinsic rewards, the motivational stimulus of intrinsic rewards is internal and doesn't depend on the actions of other people.

To motivate behaviour, the organization needs to provide an effective reward system. An effective reward system has four elements:

- Rewards need to satisfy the basic needs of all employees.
- Rewards need to be included in the system and be comparable to ones offered by a competitive organization in the same area.
- Rewards need to be available to people in the same positions and be distributed fairly and equitably.
- The overall reward system needs to be multifaceted. Because all people are different, managers must provide a range of rewards—pay, time off,



recognition, or promotion. In addition, managers should provide several different ways to earn these rewards.

This last point is worth noting. With the widely developing trend toward empowerment in American industry, many employees and employers are beginning to view traditional pay systems as inadequate. In a traditional system, people are paid according to the positions they hold, not the contributions they make. As organizations adopt approaches built upon teams, customer satisfaction, and empowerment, workers need to be paid differently. Many companies have already responded by designing numerous pay plans, designed by employee design teams, which base rewards on skill levels.

- **Empowerment**

Even the best manager knows that each employee knows her daily job tasks better than anyone else in the company. The online resource Inc.com refers to empowerment as allowing an employee to have more authority over her daily job duties and less need for managerial supervision. In some cases empowerment may not work. Some employees require regular supervision to be effective. But the employees that show initiative and the desire to alter their duties to make their job processes more efficient should be allowed to have more of a say in what they do. Empowerment, in conjunction with the proper training, can be a powerful employee motivational strategy.

- **Job design**

Job design includes designing jobs that create both a challenging and interesting task for the employee and is effective and efficient for getting the job done. Four approaches to job design are:

1. **Job simplification:** The goal of this job design approach is to standardize and specialize tasks. Unfortunately this approach does not always lead to increased motivation as the jobs can become mundane.
2. **Job Enlargement:** The goal of this job design approach is to combine tasks to give the employee a greater variety of work
3. **Job Rotation:** The goal of this job design approach is to move workers to different tasks periodically.

4. **Job Enrichment:** The key to job design employee motivation, this approach aims to enhance the actual job by building up the employee through motivational factors

Several studies validate the effectiveness of using job design techniques as an employee motivation technique. A study conducted by Campion and Thayer used a job design questionnaire to determine how job designs fostering motivation affected employees. Campion and Thayer found that jobs with more motivational features have lower effort requirements, a better well-being and fewer health complaints. The study also found that jobs scoring high on the motivational subscale of the questionnaire contained employees who were more satisfied and motivated, had a higher rating pertaining to job performance, and had fewer absences

- **Emotionally engage them in the business:**

Social and emotional needs can be engaged by sharing information and inviting involvement. Consider where you can bring your employees in to the picture so they do more than their job. Allow them to make a contribution to the challenges of the organization.

- **Focus on the present and then future:**

Things like performance reviews often focus on the past. Provide opportunities to focus on the future as much as possible because the future has the potential. Let employees see their own, their teams/departments and the organizations growth and future opportunities.

- **Listen and Talk:**

It is a combination of listening and letting employees know you are listening and talking so they can hear what you have to say. Employees will be more motivated generally, once their bills are paid, by a leader who they know will listen and hear what they have to say.

This does not mean that your employees get to make the final decisions but by asking their suggestions you provide them with the opportunity to help shape the business and this ownership can make them more likely to care, which engages their actions to work towards a goal of building your business.

- **Be Flexible:**

By definition Individuals are not alike and what motivates them changes. Re-evaluate your messages, actions and options regularly to identify what motivating factors may be more engaging to your employees. A sustainability project, the opportunity to learn and travel work well for some employees and not for others. Re-evaluate your strategies and be prepared to change.

Treating your employees like you value them is an effective motivator but you often need to send the message multiple times and in multiple ways. If you keep in mind understanding first and motivating second you are more likely to find a 'motivation' that works.

## **INDUSTRY AND COMPANY PROFILE**

### **1.1 INDUSTRY PROFILE**

#### **DYNAMITE TECHNOLOGIES PRIVATE LIMITED**

Dynamite Technologies (DTL), formerly Dynamic Hydraulics, was floated by J K Malhoutra. It is a medium-scale engineering unit specialising in the production and marketing of quality hydraulic elements, fluid systems and specialised engineering products. DTL manufactures hydraulic gear pumps, control valves, hand pumps and other hydraulic elements. It is the largest manufacturer of gear pumps in India.

DTL had a technological collaboration with Ultra Hydraulics, UK (previously known as Dowlty Hydraulics Units), the leader in its field worldwide. The collaboration is not in force as on date. The company has fully indigenised its manufacture of hydraulic elements.

Nearly 80% of sales is supplied to OEMs and the rest goes to the replacement market. Of the OEM supplies, over 60% is made to the tractor segment and the balance to other OEMs in the precision engineering, Defence and aviation sectors. Its gear pumps are exported to Australia, the UK, Srilanka, Turkey, Taiwan and Iran.

In line with its expertise in precision engineering, it has developed several products for aerospace applications. In its aerospace division, it has manufactured specialised under-carriage valves for light combat aircrafts (LCA), mobile hydraulic test benches

for military jets and helicopters, a hydraulic power system for the Polar Satellite Launch Vehicle (PSLV) III, etc.

DTL has progressively increased its capacity for hydraulic pumps from 85,000 pa in 1992-93 to 1,20,000 pa at present. At a new plant to be set up near Bangalore, it plans to manufacture two models of small aircraft requiring short take-off runs, long flying ranges and with versatile applications in both the Defence and civilian sectors.

During the year 1997-98, it floated JKM Dae Rim Automotive Ltd in joint venture with M/s Dae Rim Enterprises, Korea for setting up Dynametal-II, the foundry division at Madras, which commenced commercial production in Oct.98.

The company was awarded National Award for Excellence in indigenisation of Defence equipment during the year 1999-2000. Also during the year the company has been certified to ISO 9001 Standards by Lloyds Registry for Quality Assurance and customer certified to QS 9000 Standards.

The company plans to increase its efforts in developing new and more economical applications in mechanised agriculture, earth moving, material handling machine tools through continuous innovation. During the year 2000-2001 the company has entered into a marketing tie-up with ATOS s.p.a for the national level distribution of electro-hydraulic products.

## **1.2 COMPANY PROFILE**

### **Company History - Dynamatic Technologies Ltd.**

YEAR EVENTS 1973 - The Company was incorporated on 7th March, at Bangalore. It manufactures hydraulic equipment including hydraulic gear pumps motors, valves, couplings and handpumps.

- The Company entered into a technical collaboration agreement with Dowty Hydraulic Units Ltd, Chettenham , England, for the manufacture of hydraulic equipment.

1981

- Production in the hydraulic division suffered due to demand recession in the tractor industry. Production for 28 days was also lost during May-June 1983 due to prolonged strike by workmen.
- The Company's hydraulics division developed a declutching unit, integral with the hydraulic pump for agricultural tractors.

1987

- Production and sales increased despite strike by workmen for two months upto 20th October.

Company Formally Known as Dynamatic Hydraulic Ltd.

2000

- Dynamatic Technologies Limited (DTL) signed a MoU to establish certified Training Centres (CTC) in India.
- ICRA has assigned a rating of `LA-', indicating adequate safety to Rs 5 cr NCD programme of Dynamatic Technologies Ltd. a leading manufacturer of hydraulic gear pumps.

2001

Bangalore-based Dynamic Technologies Ltd. has entered into a strategic alliance with Atos Spa of Italy for the marketing latter's electrohydraulic components in India.

2003

- Special Margin of 25% has been imposed by BSE on Dynamatic Technologies Ltd on Purchase as well as Sales.

2005

JKM Dae Rim® Rides the Global Sourcing Wave.

- Mr. Udayant Malhoutra, Chief Executive Officer & Managing Director, Dynamatic Technologies Limited handing over the first set of aerostructures for the Su 30 MKI fighter-bomber to Mr. K P Puri, Managing Director (MIG Complex), in the presence of Mr. Ashok Baweja, Chairman, Hindustan Aeronautics Limited (center).
- First major airframe structures for Sukhoi 30 MKI delivered by Dynamatic Aerospace® to Hindustan Aeronautics Limited (HAL).

2006

- Dynamatic Aerospace supplies products to Sukhoi.
- Dynamatic Technologies Board recommends dividend.

2007

- Dynamatic signs MoU with Spirit Aerosystems (Europe) Ltd.
- JKM Daerim® Inaugurates New Facility.
- Dynamatic® acquires Hydraulic Business Division in UK.

2008

- JKM Daerim® secures Honeywell– Garrett Order for Compressor Housings.
- Dynamatic® Acquires Aerospace Manufacturing Business in UK.
- Dynamatic® Acquires 12 MW Wind Farm near Coimbatore.

2009

- Powermetric® Obtains CEMILAC Certification.
- JKM Auto™ bags order from Case New Holland.
- Spirit Receives First Set Of Airbus A320 Single Aisle Flap Track Beams.
- Dynamic® Leadership Team Meets UK Minister For Trade & Industry.
- Dynamic® Hands Over First Batch Of Airbus Single Aisle Flap Track Beams To Spirit AeroSystems (Europe).

2010

- Swaraj, Mahindra & Mahindra, Awards Dynamic® Hydraulics For Outstanding SCM Performance.
- Airbus Showcases Dynamic® to International Press Corps.
- GKN Aerospace Certificate Of Recognition For Oldland Aerospace™.
- Dynamic® makes Aviation Week Cover

2011

- High Level Delegation from BELL Helicopters Visits Dynamic Technologies.
- Dynamic® conducts UAV demonstrations for Ministry of Home Affairs.- JKM Ferrotech Launched.
- Dynamic Technologies Acquires German & Indian Operations of Eisenwerk Erla GmbH.

2012

- Dynamic® On Economic Time's List of India's 500 Biggest Companies.

- Bell Helicopter Signs Agreement with Dynamatic Technologies Limited.
- Gildemeister Group Chairman & Senior Executives visit Dynamatic®.
- Dynamatic® produces 1000th Set of the Airbus Single Aisle Flap Track Beam
- International Women's Day celebrated at Dynamatic®.

2013

- Dynamatic Signs MoU & Model Purchase Contract with Boeing. - Dynamatic Technologies and AeroVironment Sign Teaming Agreement for Unmanned Aerial Vehicles.

2014 -Dynamatic Technologies signed a global outline agreement with BELL Helicopter, a Textron Inc., company as a single source supplier of major airframe assemblies for the BELL 407 GX.

2015 - Dynamatic & Aerovironment Inaugurate Pilot Production Facility for Next Generation UAS Cheel

2016 -Dynamatic receives Best Supplier Award from HAL -Dynamatic Technologies has Inauguration of the First Machining Facility at Eisenwerk Erla GmbH, Germany - Inauguration of Skill Development Training Centre at Dynamatic Park

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## **ABOUT US**

Dynamatic Technologies Limited designs and builds highly engineered products for Automotive, Aeronautic, Hydraulic and Security applications. With futuristic design, engineering and manufacturing facilities in Europe and India, we are able to meet customers' exacting requirements on 6 continents.



Our facilities, located in India (Bangalore, Chennai, Coimbatore, Nasik), United Kingdom (Swindon, Bristol) and Germany (Schwarzenberg), are lean, green and clean, and are designed to support neighbouring communities as well as the environment.

Dynamatic Technologies is vertically integrated, with its own alloy-making and casting capabilities as well as its own captive green energy sources.

## **HYDRAULICS**

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**DYNAMATIC HYDRAULICS™** is one of the world's largest Hydraulic Gear Pumps makers, and, is focused on being number one. It has two state-of-the-art manufacturing facilities, located in Bangalore, India, and Swindon, U.K

### **INDIA**

The Dynamatic Technologies production facilities in Bangalore employ cutting-edge technologies and modern machinery to manufacture a wide range of sophisticated Hydraulic Valves and custom tailored Hydraulic Solutions extending from simple Hydraulic Pumping Units to complex Marine Power Packs and Aircraft Ground Support Systems to Turnkey Industrial Installations. Dynamatic Technologies manufactures an extensive range of Hydraulic Gear Pumps in Cast Iron and Aluminium, that find application in Agricultural Equipment, Construction Equipment, Material Handling Equipment, Mining and Drilling Equipment and in Marine applications.



## **UK**

The Dynamatic Technologies facility in Swindon, UK, has over 50 years of experience in the design and manufacture of Gear Pumps and supplies products to Agricultural, Construction and On-Highway vehicle manufacturers. Products include Combined Variable and Fixed Displacement Pump Packages, Temperature Controlled Fan Drive Systems and Fixed Displacement Pumps in Aluminium and Cast iron with a range of additional integrated valve options.

## **AEROSPACE & HOMELAND SECURITY**

DYNAMATIC-OLDLAND AEROSPACE™ is a demonstrated leader for the development of exacting Airframe Structures and Precision Aerospace Components. The Company's modern Aerospace Manufacturing Complexes in India and UK deliver high value to our customers, by combining the technical competence of our facilities in UK with the cost & manufacturing advantages offered by our Indian plants.



Dynamatic Technologies builds major air-frame structures for the Sukhoi-30 MKI, and is HAL's largest developmental partner on the programme.

## **INDIA**

Dynamatic-Oldland Aerospace™, India, is a partner of choice for agencies of national importance including the Ministry of Defence and Hindustan Aeronautics Limited, as well as international aerospace majors. Our products include the Wing and Rear Fuselage of the India's Pilotless Target Aircraft - LAKSHYA, the Ailerons & Wing Flaps for the Intermediate Jet Trainer HJT-36 and major Airframe Structures for the Sukhoi 30 MKI Fighter Bomber.

Dynamatic Technologies also works closely with EADS and Spirit AeroSystems to assemble Flap Track Beams for the Airbus Single Aisle A-320 Family of Aircrafts on a Single Source basis. This is the first time that a functional aero-structure of a major commercial jet is being manufactured in the Indian Private Sector.

## **UK**

Dynamatic-Oldland Aerospace™, UK, is a unique state-of-the-art Aeronautical manufacturing facility possessing complex 5 axis machining capabilities for the manufacture of Aerospace components and tooling. This high-end precision engineering Company is a certified supplier to Airbus UK, Boeing, GKN Aerospace, Magellan Aerospace, GE Aviation Systems, Lockheed Martin, Agusta Westland, Spirit AeroSystems, UK.

**DYNAMATIC HOMELAND SECURITY™** offers cutting-edge security solutions to enhance the Nation's capabilities in countering modern day security threats. Our strong Research and Development capabilities combined with the powerful partnerships we have forged with leading "global security technology" companies enables us to offer potential customers, like India's National Defence Forces, Homeland Security Forces, Police and Civilian Agencies, solutions that will enhance their abilities to prepare and plan for emergencies as well as their response and recovery skills.

## **AUTOMOTIVE AND METALLURGY**

Dynamatic Technologies produces high quality Ferrous and Non-Ferrous Automotive Components for Highway, Off-Highway and Technology oriented applications for leading Global Automotive OEMs. The Company possesses modern Ferrous and Non-Ferrous foundries as well as modern state-of-the-art automotive component manufacturing facilities in India and Germany, and is able to vertically integrate the competence and locational advantages of its facilities to deliver greater value to our customers.

**JKM AUTOMOTIVE™** produces high quality Ferrous and Non-Ferrous critical Engine and Transmission Components on a single-source basis for leading Global Automotive OEMs including Hyundai Motor India Limited, John Deere, Cummins, Honeywell Turbo

Technologies Limited and Ford Motor Company. JKM Automotive's manufacturing facilities incorporate modern technologies and highly efficient production processes, and are certified to the highest quality and safety standards specified by the Automotive Industry.



JKM Wind Farm generates green energy for captive consumption, enabling Dynamic Technologies to achieve a significant reduction in monthly energy costs at its Chennai complex.

JKM Automotive™, a dominant force in the Indian Auto Component Industry, catering to over 40% of the Indian passenger car market, is currently working towards enhancing your global footprint through collaborations with international Automotive OEMs.

**EISENWERK ERLA GMBH** is a preferred supplier of Precision, Complex Metallurgical Products for Automotive Engines and Turbochargers to leading Global Automotive OEMs including Audi, BMW, Borg Warner Turbo Emission Systems, Volkswagen and Daimler. The Eisenwerk Erla site which has been in business for over 630 years, possesses one of the finest Ferrous



High Precision Robotic Core Setter in the GFD Moulding Line at Eisenwerk Erla GmbH, Germany

Foundries in Europe, capable of manufacturing extremely intricate Ferrous castings from difficult-to-cast materials, as well as strong R&D capabilities with patented technologies specific to the automotive industry.

The **JKM FERROTECH™** facility in Chennai has expertise in producing High Si-Mo automotive components and is certified to the highest quality standards specified by the Automotive Industry. Our expertise in producing intricately shaped castings as well as our skills in handling ferrous alloys, particularly High Si-Mo and Ni-Resis, makes us a strong development partner for prototypes in Ferrous Alloy castings.

**DYNAMETAL®** incorporates use of the latest metallurgical processes to produce high quality Non-Ferrous Alloy and Castings for Industrial, Automotive and Aerospace Applications. The Foundry differs radically from other conventional foundries as its heat treatment processes are designed to ensure castings are made with no inclusions, minimal melting loss and with the effective removal of gas from the metal. Dynametal® is capable of executing Aluminum Gravity Die Cast parts with intricate contours, Pressure Die Castings and has competence in alloying metals and complex castings.

## ENGINEERING AND DESIGN

Dynamatic Technologies is a repository of diverse technologies and has transformed itself into a knowledge-based organization through sustained Research & Development efforts.

Our continuing focus on Research & Development has resulted in strong development initiatives that have enabled us to foray into providing new services, launching new products and enhancing product value to our customers.

The creation of new products and applications are not mere projects for us, but a part of our daily lives.

The JKM Science Center in Bangalore, India, houses the Dynamic Technologies Research & Development Center, Powermetric® Design, as well as a sophisticated Material Sciences Laboratory, which are engaged in :

- Design and Prototyping of new products
- Improvement of existing designs
- Continuous improvement of existing processes
- Ongoing testing of products and materials

The **DYNAMATIC TECHNOLOGIES RESEARCH & DEVELOPMENT CENTER** is completely electronic, utilising state-of-the-art parametric 3D design programs and knowledge based expert systems. The Center has been a 'Recognized In-House R&D Unit' certified by the Department of Scientific and Industrial Research (DSIR), Government of India, since 2001.

**POWERMETRIC DESIGN** , a world-class Design Center capable of total product and system design, possesses advanced capabilities in structural, thermal and dynamic engineering for design validation, analysis, and optimization.

Powermetric® aims at imparting competitive advantages to its clients through shorter development cycle time and time-to-market. The Powermetric® Engineering Services Division strategically blends mechanical engineering expertise with in-depth software application knowledge to impart world-class engineering services to companies across the globe. The design solutions offered by Powermetric® are optimal, qualitative and cost-effective.

**THE DYNAMATIC TECHNOLOGIES ENGINEERING LABORATORY**, in Swindon, UK, possesses advanced design knowledge for the Mobile Hydraulics Sector, and has comprehensive product testing and validation capabilities

## **1.3 PROMOTORS**

### **DYNAMATIC AT AIRSHOW 2017**

The premier aerospace exhibition is once again bringing together the international aviation sector to India. The 11th edition of the widely anticipated air show will feature more than 750 exhibitors and delegations coming from more than 100 countries. The wide reach of the air show also makes it one of the biggest podiums for the aerospace companies to showcase their business competence.

Dynamatic will be part of the grand event and showcase itself as one of Asia's leading manufacturers of complex aerostructures.

## **1.4 VISION MISSION AND QUALITY POLICY**

### **OUR VISION**

A Global Leader in the design and manufacture of highly engineered Automotive, Aerospace and Hydraulic products. To grow as a network of innovative businesses that will focus on serving customer needs.

### **OUR MISSION**

- Enhance the safe, nurturing, learning and empowering environment for all employees, and motivate them to act like owners by Going the Extra Mile
- Exceed customer expectations by providing high-valued products and services
- Enhance wealth for shareholders

### **OUR VALUES**

- Integrity
- Knowledge Based
- Commitment to Raising the Standard of Living of All Employees
- Meritocratic
- Global Environmental Standards
- Socially Responsible Behavior

## **QUALITY POLICY**

- Dynamic Hydraulics is involved in the design and manufacture of highly engineering components and system for Hydraulics, Aerospace and Automotive applications.
- By delivering superior value to the customer, they will build a successful business model for themselves, capable of returning high yield to investors and improving the quality of life of all employees
- It is the policy creative and innovative solution to delight the customer's at cost – effective prices on a continuous basis.
- All the process will be ecofriendly and designed to eliminate wastes.

## **1.5 PRODUCT/SERVICE PROFILE AREAS OF OPERATION**

Dynamic Technologies Limited produces highly engineered products for the following applications:

- Automotive Sector
- Defence Sector
- Agricultural Equipment Industry
- Construction Equipment Industry

## **1.6 INFRASTRUCTURE FACILITIES**

We have established a state-of-the-art infrastructure at our premises, which is spread across a sprawling area. Our infrastructure is laced with high tech machines, tools and equipment that help us processing the products in tandem with industry's standards and norms. This facility has high production capacity that allows us to cater to the bulk requirements of our customers. Highly experienced and qualified professional are employed by us who control and manage this facility. Moreover, we have segregated our infrastructure into different units like research & development, quality testing, logistic and warehousing. The segregation enables us to carry out our business endeavors in a smooth manner.

Some of the machines installed at our infrastructure are as follows:



- Lathe machines
- Grinding machines
- Milling machines
- Honing machines
- Air compressors
- Welding machines
- Cutting machines

## **1.7 COMPETITORS INFORMATION**

- Wipro Infrastructure engineering.
- Volvo construction.

## **1.8 SWOT ANALYSIS OF DYNAMATIC TECHNOLOGIES**

### **Strengths:**

- Skilled manpower: Diversified skill base across service lines, delivery capabilities and client satisfaction.
- Commitment to go the extra mile
- Research and Development: Technological partnership with other software companies
- Low cost advantage: Ability to continually reduce the cost of services

### **Weaknesses:**

- Not a proactive company : Domestic market was huge but was underdeveloped.
- Small player in global market: No exposure to standard work.
- Limited domain: DynamaticTechnology provided very limited number of services.

## Opportunities:

- Huge global market : The Company has entered into the global market so now it's the biggest opportunity available to the company.
- Huge Potential in Domestic Market.

## Threats:

- Competition by Indian companies in domestic market
- Presence of big companies in global market
- Exchange rate: This can be a threat to the company as the company is making profits due to the high exchange rate and if this rate comes down in future it can lead to a major problem for the company.

## 1.9 FINANCIAL STATEMENT

### Dynamatic Technologies

<b>Profit &amp; Loss account</b>		<b>----- in Rs. Cr. -----</b>				
		<b>Mar 17</b>	<b>Mar 16</b>	<b>Mar 15</b>	<b>Mar 14</b>	<b>Mar 13</b>
		12 mths	12 mths	12 mths	12 mths	12 mths
<b>INCOME</b>						
<b>Revenue</b>	<b>From Operations</b>	<b>514.11</b>	<b>439.62</b>	<b>465.21</b>	<b>448.61</b>	<b>449.44</b>
[Gross]						
Less:	Excise/Service Tax/Other Levies	26.40	27.46	30.74	43.02	43.22
<b>Revenue From Operations [Net]</b>		<b>487.71</b>	<b>412.16</b>	<b>434.47</b>	<b>405.59</b>	<b>406.22</b>
Other Operating Revenues		17.69	19.21	22.06	23.33	11.00
<b>Total Operating Revenues</b>		<b>505.40</b>	<b>431.37</b>	<b>456.53</b>	<b>428.92</b>	<b>417.22</b>
Other Income		11.96	4.01	7.81	14.73	10.33

<b>Total Revenue</b>	<b>517.36</b>	<b>435.38</b>	<b>464.34</b>	<b>443.65</b>	<b>427.55</b>
<b>EXPENSES</b>					
Cost Of Materials Consumed	238.57	215.56	224.91	208.61	208.99
Changes In Inventories Of FG,WIP And Stock-In Trade	-9.20	-29.57	-7.74	0.80	-3.43
Employee Benefit Expenses	67.48	60.20	65.15	48.38	46.92
Finance Costs	57.09	51.63	53.73	59.57	46.25
Depreciation And Amortisation Expenses	31.14	29.11	28.50	28.16	26.29
Other Expenses	110.95	110.88	107.20	96.32	101.10
<b>Total Expenses</b>	<b>496.03</b>	<b>437.81</b>	<b>471.75</b>	<b>441.84</b>	<b>426.12</b>
	<b>Mar 17</b>	<b>Mar 16</b>	<b>Mar 15</b>	<b>Mar 14</b>	<b>Mar 13</b>
	12 mths	12 mths	12 mths	12 mths	12 mths
<b>Profit/Loss Before Exceptional, ExtraOrdinary Items And Tax</b>	<b>21.33</b>	<b>-2.43</b>	<b>-7.41</b>	<b>1.81</b>	<b>1.43</b>
Exceptional Items	-7.88	0.00	37.19	-1.50	0.00
<b>Profit/Loss Before Tax</b>	<b>13.45</b>	<b>-2.43</b>	<b>29.78</b>	<b>0.31</b>	<b>1.43</b>
Current Tax	7.39	-1.04	14.51	0.00	0.00
Deferred Tax	-1.53	-2.68	-5.78	0.00	1.13
<b>Total Tax Expenses</b>	<b>5.86</b>	<b>-3.72</b>	<b>8.73</b>	<b>0.00</b>	<b>1.13</b>
<b>Profit/Loss After Tax And Before ExtraOrdinary Items</b>	<b>7.59</b>	<b>1.29</b>	<b>21.05</b>	<b>0.31</b>	<b>0.30</b>
<b>Profit/Loss From Continuing Operations</b>	<b>7.59</b>	<b>1.29</b>	<b>21.05</b>	<b>0.31</b>	<b>0.30</b>
<b>Profit/Loss For The Period</b>	<b>7.59</b>	<b>1.29</b>	<b>21.05</b>	<b>0.31</b>	<b>0.30</b>
	<b>Mar 17</b>	<b>Mar 16</b>	<b>Mar 15</b>	<b>Mar 14</b>	<b>Mar 13</b>
	12 mths	12 mths	12 mths	12 mths	12 mths

**OTHER ADDITIONAL INFORMATION**

**EARNINGS PER SHARE**

Basic EPS (Rs.)	11.97	2.04	34.74	0.57	0.55
Diluted EPS (Rs.)	11.97	2.04	34.74	0.57	0.55

**VALUE OF IMPORTED AND INDIGENIOUS****RAW MATERIALS**

Imported Raw Materials	73.34	47.36	20.13	20.42	43.09
Indigenous Raw Materials	165.23	168.20	204.78	188.19	165.90

**STORES, SPARES AND LOOSE TOOLS**

Imported Stores And Spares	5.67	4.89	2.35	1.83	1.67
Indigenous Stores And Spares	12.19	12.71	13.50	13.69	16.61

**CHAPTER 2:**  
**CONCEPTUAL BACKGROUND AND LITERATURE REVIEW**

## **2.1 THEORETICAL BACKGROUND OF THE STUDY**

In present business world, motivating people to perform their best has become difficult enough than ever, due to crucial economic uncertainties as well as competition HR are the only factor that can be helpful for successful organizations (public as well as private) in this turbulent environment. Therefore challenging concern of HR department is to establish and maintain competent workforce. Motivation is defined as, "An individual's degree of willingness to exert high level of effort to reach organizational goals. Healthy organizations who are motivated enough to perform well on the work place. In addition they always looking forward for those people who have the ability to motivate others whether they are their subordinates, peers, or superiors to transcend to the limits for the accomplishment of the goals assigned always seek out individuals to them and ultimately become transformational leader in future. If the management of organizations can motivates their employee in such a way that they can solve severe problems and can meet customer's expectations, then organizational goals and objectives can be realized. If there is a direct relationship between motivation and productivity then worker's motivation is inevitable. High level of motivation can prove a springboard for action. Motivation is the only mean that can attract effective workforce, but as motivation is an interactive process between workers and their work environment. So supportive management and effective supervision are still critical factors in order to reach organizational goals

## **2.2 Literature Review with Research Gap**

As the people are major aspects in the progress of firms in this competitive era. It is most important to earn the employee's commitment and the best possible way to do this is by offering them corporate initiatives. The employer wants that the employee must have desire to complete the task as the manager's want by going beyond its capacity and limits. Underlying concept of motivation is a source for individuals through which they may attempt to achieve desired goals for the fulfillment of certain needs. It's an inside feeling or desire to perform or not to perform for attainment of desired needs. The radical principle for management to realize and understand that what is the source of motivation for people so that it may affect work performance, recruitment and retention.

Employees should also think that what are their expectations through which they may be happy and satisfied.

Taylor therefore suggested that performance and productivity can be increased by interrelating good performance with higher financial incentives. In other words, if the workers know that the more they produce the more financial rewards they will get, they will adhere to raise their performance level. In addition, Taylor called for the importance of providing each employee with a clear, specific work quota, and argued that the more information the worker has about the specific amounts of work he/she is expected to achieve daily, the more it would enhance his/her motivation (Thompson and McHugh, 2002). In short, Taylor concentrated on two main extrinsic rewards: the salary as a component of the piecework system, and defining work quotas and redesigning jobs as a component of work context.

Many researchers have credited Taylor for his contribution to management and motivation. Drucker (1989) credited Taylor with being the first to analyze work as an important element of productivity. Moreover, Baron and Greenberg (1990) credited Taylor with recognizing the positive link between motivation and job performance. Overall, it is safe to claim that scientific management was an important step forward in motivation progress, by emphasizing the importance of the human element in the production equation. Thus, it focused attention on key factors that had previously been ignored (Baron and Greenberg, 1990).

Frank and Lillian Gilbreth also contributed to scientific management, and are known for their time and motion studies (Pindur et al., 1995). Their experiments were about analyzing the work movements and selected the simplest ones to carry out the work. Their study affected the motivation of employees in two ways. Firstly, it makes it easier for the worker to carry out his job and this positively influences his morale. Secondly, it shows how much the management cares about its employees which, in return, creates good relations between management and employees.

According to McCormick and Tiffin (1979), motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and

which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible motivations are often determined at the organizational level, and may be largely outside the control of individual managers. Intrinsic motivation on the other hand are those rewards that can be termed “psychological motivations” and examples are opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner.

According to Dessler (1980) motivation is both one of the simplest and most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way which will lead to rewards. Daschler and Ninemeier (1984) said “Motivation is a state or force within an individual that makes the employee act in a way designed to achieve some goal. Taking this broad definition and putting it into the context of supervision, motivation is what the supervisor does to encourage and influence other people to take necessary action”.

Kovach (1987) stated that motivation is the force within a person that makes him/her act in a certain way to achieve some goal. Motivation is, in fact, an internally generated forces or drive within the individual which provides an incentive for the employee to act.

Research suggests that as employees' income increases, money becomes less of a motivator and as employees get older, interesting work becomes more of a motivator.

The changing view of organisational rewards and employee motivation has led to a multitude of theories of exactly how the job rewards influence the motivation and performance of employees. Steers (1987) stated that “a comprehensive theory of motivation at work must address itself to at least three important sets of variables which constitute the work situation” i.e. the characteristics of the individual,



the characteristics of the job and the characteristics of the work environment. Steers points out that, at present, no model exists that accounts for variables from each of the three major areas.

According to Drummond (1990) motivation is in the individual and helps to explain behavior. Motivation is an intricate inside process with three components: what drives the individual to behave in certain ways, what steers the behavior, and what maintains the behavior. To satisfy the employees' need is very difficult because each employee has different characteristics that affect behavior. The factors that organizations have to be concerned with are self-concept, attitudes, values, interests, feelings, personality, and life experiences. They have to encourage employees through a positive organizational climate that is motivating. This is due, in part, to the fact that what motivates employee changes constantly Bowen & Radhakrishna (1991). It is not possible to understand, explain or predict human behavior without some knowledge of motivation" Cai (1993). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers Bedeian (1994).

Bong (1996) generally, motivation models may be classed as belonging to one of two theoretical orientation groups – cognitive models and social-cognitive models. Cognitive models of motivation “place greater weight on understanding learners’ covert thought processes, often overlooking the impact of social and contextual variables” i.e. they focus on the individual characteristics at the expense of the job and work environment characteristics. A social-cognitive approach focuses on formulating and testing specific hypotheses regarding the nature and direction of influence from social and contextual variables. These different theoretical orientations often lead academic motivation researchers to different conclusions as to which potentially relevant variables to include in or exclude from their conceptualizations.

An intrinsically motivated individual, according to Ajila (1997) will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. An extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. He further suggested that for an individual to be motivated in a work situation there must be a need, which the individual would have to perceive a possibility of satisfying through some reward. If the reward is intrinsic to the job, such desire or motivation is intrinsic. But, if the reward is described as external to the job, the motivation is described as extrinsic.

The social-psychological model of the interaction between extrinsic and intrinsic motivation is introduced in economics as the crowding theory by Frey (1997). Frey assumes, in line with Deci that intrinsic motivation increases when individuals perceive an external intervention as supportive. In this case, a crowding-in effect is said occur. An attempt has been made for a better understanding of what the theoretical construct of intrinsic motivation in the context of paid work comes down to. Even though the theoretical importance of intrinsic motivation is widely accepted currently, in practice organizations don't seem to pay much attention to intrinsic motivation but focus mainly on extrinsic stimuli in their attempt to motivate their employees. Motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals. Frey's definition of intrinsic motivation, therefore, also includes feelings of obligation, such as work morale. However, if individuals perceive an external intervention as controlling, intrinsic motivation decreases and a crowding-out effect is said to occur. Why do we need motivated employees? The answer is survival Smith (1998). Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. Kreitner (1995), Bedeian & Linder (1995), Higgins (1994) all cited in Linder (1998) defined motivation as "the psychological process that gives behavior purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need that will to achieve respectively

The assumption that certain activities provide their own inherent reward raises the question of how external rewards will affect people's intrinsic motivation for

these activities Deci, Koestner and Ryan (1999). To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. Motivation is probably one of the most important human resource management responsibilities Jerris (1999). Considerable research has been conducted regarding the definition of motivation. The amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes. It can be observed from the above definitions that, motivation in general, is more or less basically concern with factors or events that moves, leads, and drives certain human action or Inaction over a given period of time given the prevailing conditions.

Young (2001) suggests that motivation can be defined in a variety of ways, depending on who you ask. Ask someone on the street, you may get a response like “it’s what drives us” or “it’s what makes us do the things we do.” Therefore motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work.” It is important to note, however, that Frey uses the term external intervention.

According to Frey, intrinsic motivation is not only influenced by external rewards but also by regulations and commands. In Frey’s definition, intrinsic motivation has ‘acquired the meaning of being motivated to do something without being forced by commands and without being paid to do it’. In order to be able to understand how changes in organizations may affect employee performance it is of great importance to understand the effects that changes in the organization may have on employee motivation. While employees might be able to perform a certain job, if they aren’t willing to give their utmost while doing this, employee performance will be low. Employee motivation, therefore, is an important determinant of performance at the workplace Houkes (2001).

The concept of employee motivation has been the subject of study in many different disciplines. However, within each discipline different theories prevail about what motivates people to go to work each day and how these motivations can be affected by changing the rewards of working. While economic theory attributes changes in behaviour to changes in relative prices, psychology generally focuses on people's preferences Frey et al (2001). The term motivation is derived from the Latin term 'movere', which means 'to move' Baron, Henley, McGibbon & McCarthy (2002). Moreover, the research performed so far is primarily based on activities for which people typically don't expect to be paid, such as puzzle solving or volunteer work. In situations in which people do expect to receive a financial reward, external interventions may have a different or no impact on intrinsic motivation. Because financial rewards are typically expected in economic contexts, additional research is needed to make the point that in the context of paid work external interventions may affect the intrinsic motivation of employees also.

A great many definitions of the motivation construct have been postulated over the several decades during which this multi-faceted concept has been researched. Greenberg et al (2003) defines motivation as 'the set of processes that arouse, direct, and maintain human behavior towards attaining some goal'. Bassett-Jones & Lloyd (2005) presents those two views of human nature underlay early research into employee motivation. The first view focuses on Taylors, which viewed people as basically "lazy and work-shy" and thus held that these set of employees can only be motivated by external stimulation. The second view was based on Hawthorn findings, which held the view that employees are motivated to work well for "its own sake" as well as for the social and monetary benefits this type of motivation according to this school was internally motivated.

Around the 1960s it became popular to look upon motivation in terms of human potential. Although the human relations school represented a considerable advancement on traditional thinking, it could also not provide a complete explanation for of behavior in the workplace. It gradually made way for the human potential model. According to theorists like McGregor, Maslow, Argyris and Likert, the human relations view simply allowed for a more sophisticated way than financial reward to manipulate

the worker. They maintained that a worker is motivated by much more than just money or satisfying social relationships, and that especially a sense of achievement resulting from performing meaningful and challenging work is a potent employee need. They also argued that people are already motivated to perform their tasks effectively, and do not necessarily regard work as unwanted or unpleasant. This school of thought remains dominant in motivation theorizing and application today.

Cofer and Appley (1968) provided an interesting account of the early historical development of the employee motivation concept. They dated interest in motivational phenomena back to Darwin and Freud, and held that it is probably true that the form of the early dominant motivation questions stemmed largely from concepts relating to Darwinian evolution. Freud, and various others, was influenced by these concepts.

Beach (1980) saw motivation as a willingness to expend energy to achieve a goal or reward. This author took somewhat of a behaviorist approach in stating that behavior that is perceived to be rewarding will be repeated, whereas behavior that goes unrewarded or is punished, tends to be extinguished. He recognizes intrinsic motivation related to the job content, and that which occurs when people perform an activity from which they derive satisfaction from simply engaging in the activity itself. Further he regarded extrinsic motivation as related to the job environment, which provides a person with the incentives and rewards he or she receives after having performed the work

**CHAPTER 3:**  
**RESEARCH DESIGN**

### **3.1 Statement of the Problem**

Many researchers have studied employee motivation so far with its length. Main misconception about motivation was good wages as a primary motivational strategy among employees regardless of the organization in which they are employed. One of the most difficult and important duties for the management is employee motivation so far.

Employee motivation is as complicated process as individuals are complex, diverse and often difficult to predict. None of the motivational theories have explained motivation particularly across diverse cultures.

### **3.2 Need For the Study**

The aim of the motivation strategy should increase the effective contribution of employee of any organization in order to achieve its desired objective.

Motivation strategy will refer to performance of the financial incentive based management and reward systems.

But also be related to the other processes yielding positive attitudes towards participation in job design, setting objectives jointly, development of career and other processes pertaining to the individual need of achieving and maintaining a sense of being wealthy and important. The quality of leadership in an organization also effects motivation hence selecting, training and developing effective leaders should be included in the strategy

### **3.3 Objectives**

1. Analyze the importance of motivational strategies on employee motivational level.
2. Identify the motivational strategies which can promote positive motivational behavior among employees.
3. To identify the various motivation strategies and find suitable one.

4. To analyse how motivation created a job satisfaction among the employee.
5. To study motivation facilities provided by the concern.
6. To identify which motivational factor influence job morale.
7. To give suggestion to improve employee motivation in this organization.

### **3.4 Scope of the Study**

Current study will help the organization not only to manage but to improve performance of human resources for the achievement of maximum efficiency and effectiveness in the services delivery. The research will also suggest and recommend strategies which can motivate and improve productivity in the public service.

### **3.5 Research Methodology**

Research

The advanced learner's dictionary of current English as "a careful investigation or inquiry especially through search for new facts in any branch of knowledge"

Redman and more define research as a "systematized efforts to gain new knowledge"

Research design:

A plan of proposed study prepared by a researcher stating the research activities to be performed in this proposed study before he undertakes his research work is called "Research Design".

Sample size:

100 respondents were selected for the survey in the various departments

Data used:



Both primary data and secondary are used in this study

Sources of data:

1. primary data
2. Secondary data

1. Primary data:

Primary data were collected through survey from the employees using the questionnaire helps to recognize the employee's perception regarding their jobs and to find out the job performance in the company as well as the job.

2. Secondary data:

Secondary data needed for conducting this research work were collected from brochures of the company and employee profile books internet and various journals etc.

Data collection method:

A survey method is used to collect the data.

Type of question:

The following are the type of questions which are used in this research.

1. Dichotomous question

Dichotomous question are type of question normally, two option such as yes/no.

2. Multiple choice questions:

This type of questions more than two options to express the employee's view.

3. Defining the population:

The total employees working in the organization is 215

4. Sampling plan:

Out of 215 employees this study was carried out taking into the account of only 100 employees.

### **3.6 Hypotheses Frame Work**

**H0:** The association between job satisfaction and remuneration provided at Dynamatic technologies limited is insignificant.

**H1:** The association between job satisfaction and remuneration provided at Dynamatic technologies limited is significant.

### **3.7 Limitations**

- The study was limited to only one company i.e. SIE Brains Technologies pvt. Ltd.
- The study is based upon high population.
- The time duration of the study is less than the expected.
- Due to time constraint, motivation level of workers was studied only during the course of this project so that there was no scope for comparative analysis of data taking into account two different time period.
- The study only based on employee side. It is not covering the staffs.
- The project data can be valid up, hence there are chances of chances in the findings and result obtained.

## **CHAPTER SCHEMES**

- 1. Introduction**
- 2. Industry & Company Profile**
- 3. Literature review & research methodology**
- 4. Data analysis & Interpretation**
- 5. Findings, Conclusion & Suggestions**

**Bibliography**

**Annexure**

**CHAPTER - IV**  
**DATA ANALYSIS AND INTERPRETATION**

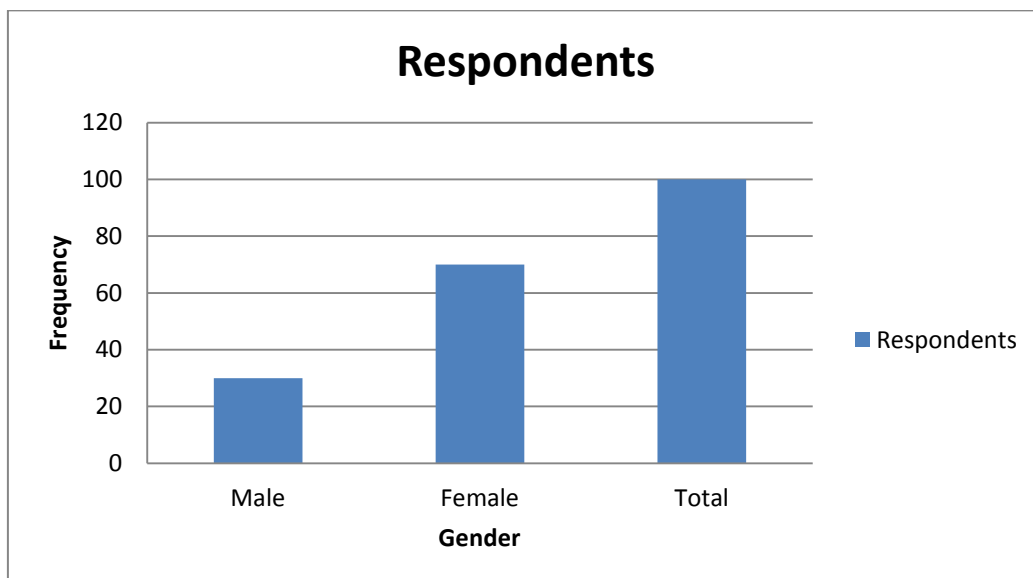
### RESPONDANTS OF GENDER

S.No	Sex	Frequency	Percent
1.	Male	30	30
2.	Female	70	70
	<b>Total</b>	<b>100</b>	<b>100</b>

**TABLE NO: 1.1**

### INFERENCE

From the above table 30% of respondents are male 70% of female



**CHART NO: 1.1**

### AGE OF RESPONDENTS

S.No	Age	Frequency	Percent
1.	20-25	6	6
2.	30-35	42	42
3.	25-30	29	29
4.	40-50	23	23
	<b>Total</b>	<b>100</b>	<b>100</b>

TABLE NO: 1.2

#### INFERENCE

The industrial sector workers are working in different age group starting from 20 to 60 years. So the age factors of worker determine their involvement. The above table points out that most of the respondents (23.0%) are in the age group of 50 and above 29.0% of respondents are in the age of 42 years

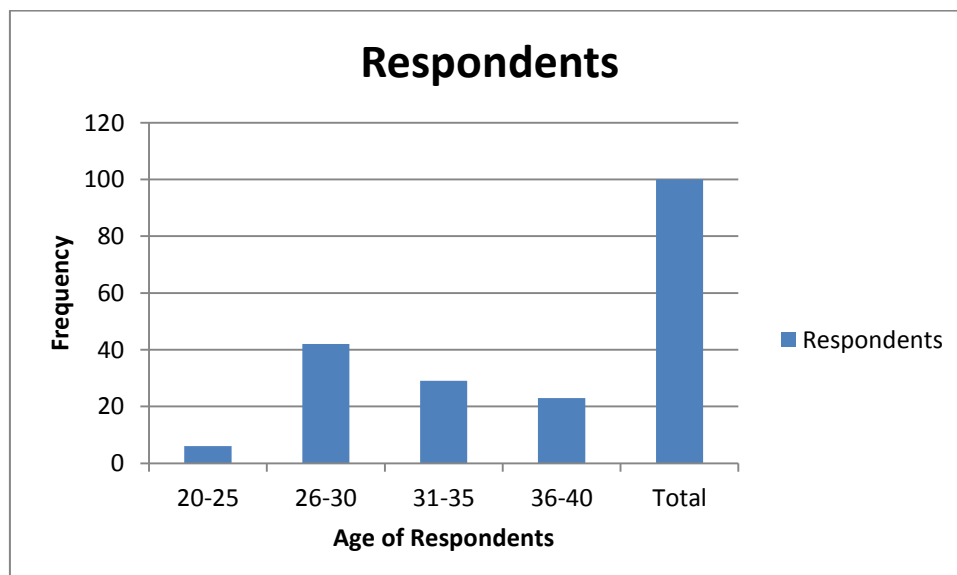


CHART NO: 1.2

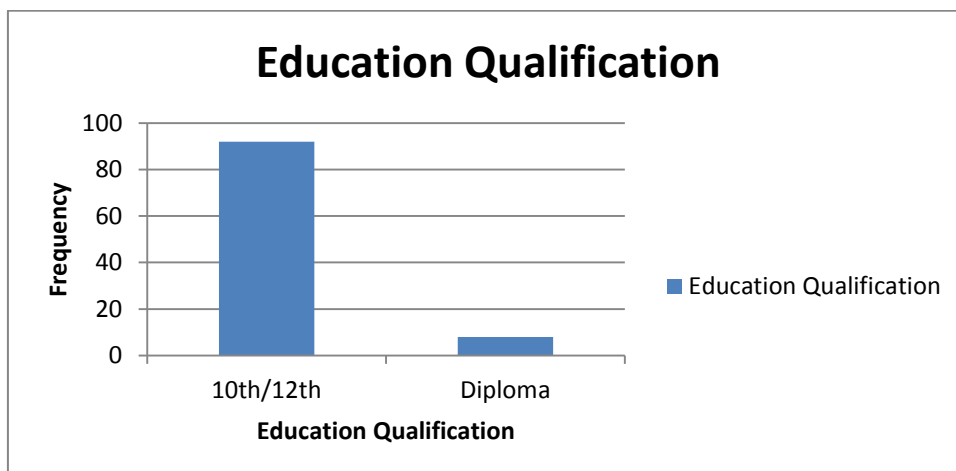
## EDUCATION QUALIFICATION

S.No	Qualification	Frequency	Percent
1.	10 <sup>th</sup> /12 <sup>th</sup>	92	92
2.	Diploma	8	8
3	Postgraduate	0	0
4	Undergraduate	0	0
5	Others	0	0
	<b>Total</b>	<b>100</b>	<b>100</b>

TABLE NO: 1.3

### INFERENCE

From the above table 92% of respondents are 10<sup>th</sup>/12<sup>th</sup> 8% of diploma, postgraduate 0%, undergraduate 0% and Other 0%



CHAT NO: 1.3

## MARTIAL STATUS

S.No	Martial Status	Frequency	Percent
1.	Married	69	69
2.	Unmarried	31	31
	Total	100	100

TABLE NO: 1.4

### INFERENCE

From the above table 69% of respondents are married 31% of respondents are unmarried.

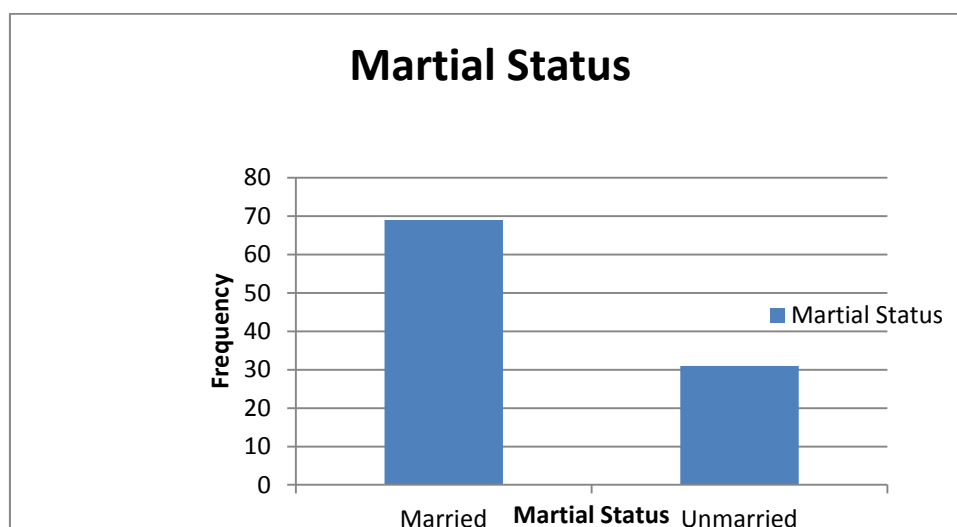


CHART NO: 1.4

### YEAR OF EXPERIANCE

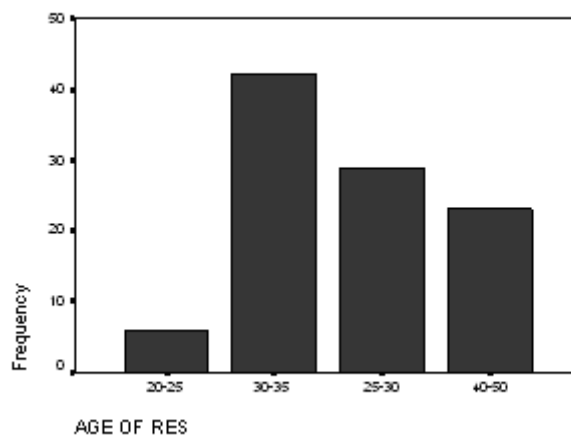
S.No	Year of experience	Frequency	Frequen	Percent
1.	1-5yrs	12	12	12
2.	5-10yrs	61	61	61
3.	10-15yrs	27	27	27
4	above 15	0		0
	<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

**TABLE NO: 1.5**

### INFERENCE

The above table shows that, most of the respondents (27.0%) have experienced 10-15yrs, 61.0% of respondents have experienced 5-10yrs and 12.0% of respondents have experienced 1-5yrs

### YEAR OF EXPERIENCE



**CHART NO: 1.5**



## NATURE OF WORK

S.No	Work	Frequency	Percent
1.	Technical	6	6
2.	Non-technical	94	94
	Total	100	100

**TABLE NO: 1.6**

### INFERENCE

The above table shows that most of the respondents 6% of technical, and 94% of non-technical.



**CHART NO: 1.6**

## RESPONDENTS SATISFIED TO WORK

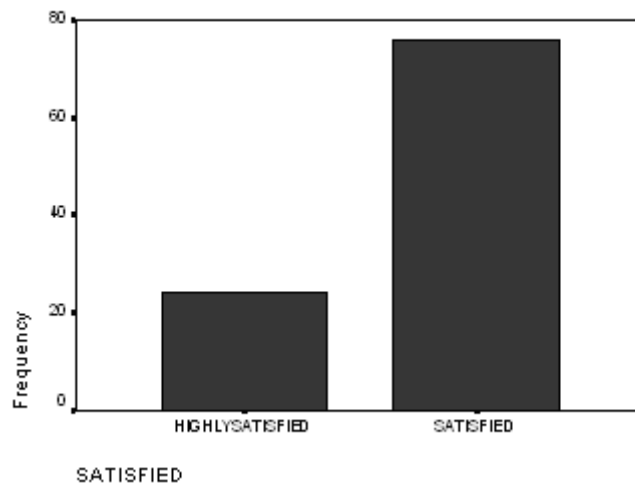
S.No	Satisfied	Frequency	Percent
1.	Highly –satisfied	24	24
2.	Satisfied	76	76
3	Dissatisfied	0	0
4	Highly dissatisfied	0	0
	<b>Total</b>	<b>100</b>	<b>100</b>

**TABLE NO: 1.7**

### INFERENCE

The table 76% respondents are satisfied 24% of highly satisfied, dissatisfied 0% respondents and highly dissatisfied 0% respondents

#### MOST OF THE RESPONDENTS SATISFIED



**CHART NO: 1.7**

### LEVEL OF REMUNERATION

S.No	Remuneration	Frequency	Percent
1.	High	29	29
2.	Below	69	69
3.	No-opinion	2	2
	Total	100	100

TABLE NO: 1.8

### INFERENCE

From the above table 29% of the respondents say the level of remuneration excellent. 69% of respondents is good.2% respondents say the level of remuneration is fair

### LEVEL OF REMUNERATION

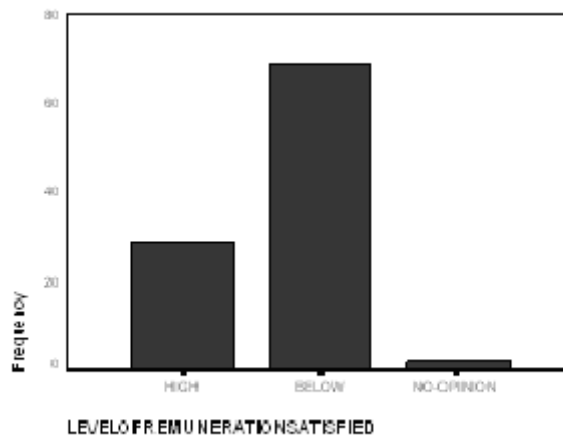


CHART NO: 1.8

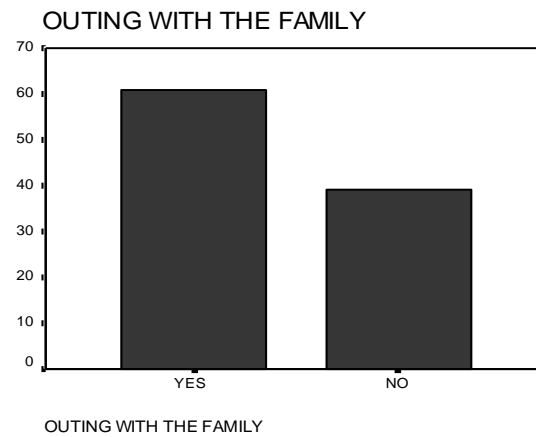
## OUTING WITH THE FAMILY

S.No	Outing with the family	Frequency	Percent
1.	Yes	61	61
2.	No	39	39
	<b>Total</b>	<b>100</b>	<b>100</b>

**TABLE NO: 1.9**

### INFERENCE

From the above table it is found that 61% respondents are satisfied.39% respondents



**CHART NO: 1.9**

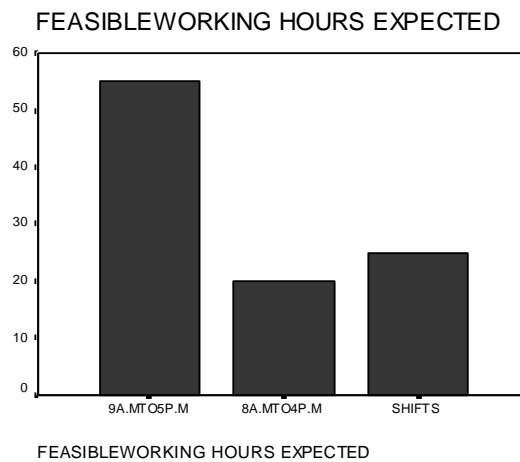
### FEASIBLE WORKING HOURS

S.No	Working hours	Frequency	Percent
1.	9a.m to 5p.m	55	55
2.	8a.m to 4p.m	20	20
3.	Shifts	25	25
	<b>Total</b>	<b>100</b>	<b>100</b>

**TABLE NO: 1.10**

#### INFERENCE

From the above table shows that 55% of respondents.20% of respondents and 25% of respondent



**CHAT NO:1.10**

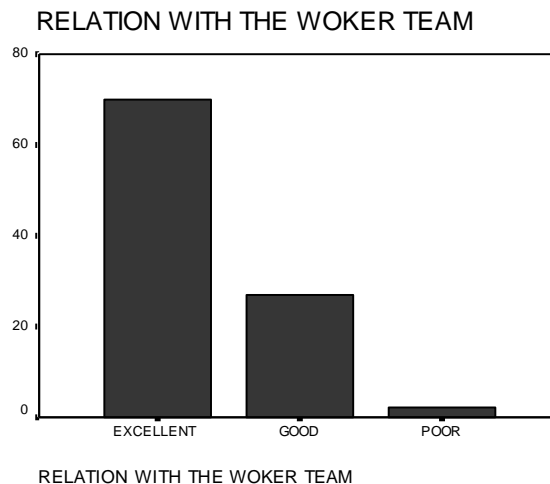
## RELATION WITH THE WORKER TEAM

S.No	Relation with workers	Frequency	Percent
1.	Excellent	70	70
2.	Good	27	27
3.	Poor	2	2
4	Very poor	1	1
	<b>Total</b>	<b>100</b>	<b>100</b>

**TABLE NO: 1.11**

### INFERENCE

From the table 70% of respondents is excellent.27% of respondents good.2% of respondents is poor and 1% of respondents of very poor.



**CHART NO: 1.11**

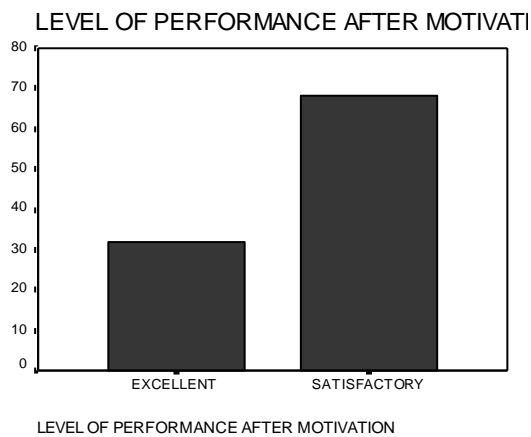
## LEVEL OF PERFORMANCE AFTER MOTIVATION

Sl.No	Performance	Frequency	Percent
1.	Excellent	32	32
2.	Satisfactory	68	68
3	Poor	0	0
	Total	100	100

**TABLE NO: 1.12**

### INFERENCE

From the above table 32% of respondents say the level of performance is good. 68% of respondents say the level of performance is excellent, 0% of respondents is poor



**CHART NO: 1.12**

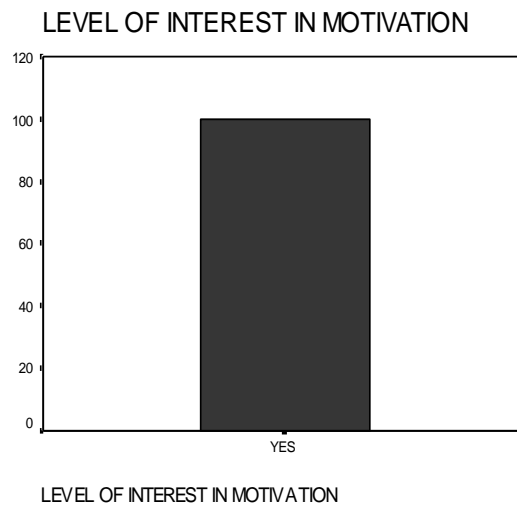
### LEVEL OF INTEREST IN MOTIVATION

S.No	INTEREST IN MOTIVATION	Frequency	Percent
1.	YES	100	100
2	No	0	0
	Total	100	100

TABLE NO: 1.13

#### INFERENCE

From the above table 100% of the respondents are interest in motivation.



CHAT NO: 1.13



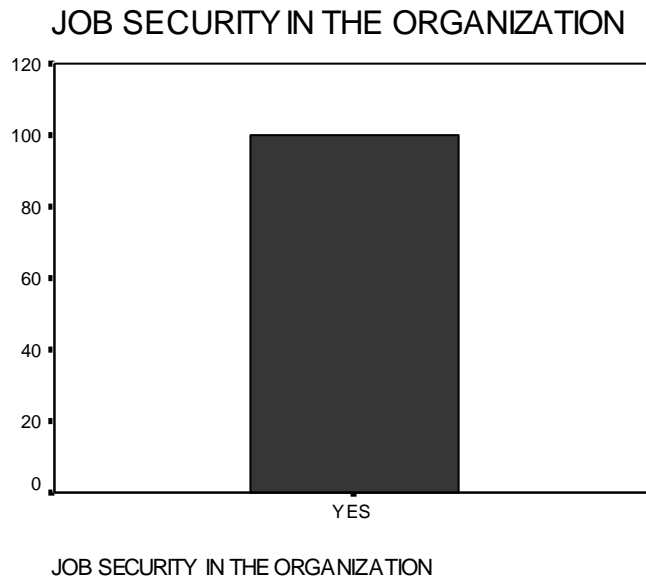
### JOB SECURITY IN THE ORGANIZATION

S.No	Job security	Frequency	Percent
1.	Yes	100	100
2	No	0	0
	<b>Total</b>	<b>100</b>	<b>100</b>

**TABLE NO: 1.14**

#### INFERENCE

From the above table 100% of the respondents say that job security in the organization



**CHART NO: 1.14**

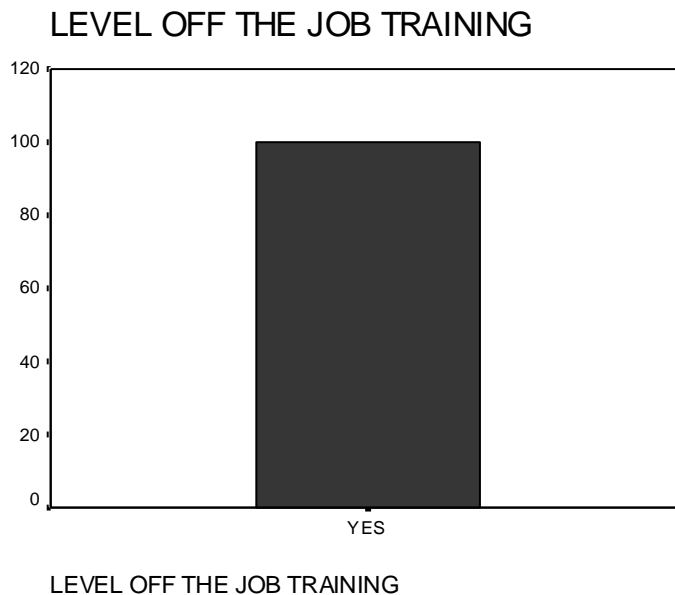
### LEVEL OFF THE JOB TRAINING

S.No	Job training	Frequency	Percent
1.	Yes	100	100
2	No	0	0
	<b>Total</b>	<b>100</b>	<b>100</b>

**TABLE NO: 1.15**

#### INFERENCE

From the above table 100% of respondents say that the level of job training has increased to a large extent.



**CHART NO: 1.15**

## CHI-SQUARE TEST

1. ANALYSIS USING CHI-SQUARE TEST.
2. ANALYSIS TO FIND WHETHER THERE IS DIFFERENT BETWEEN THE OPINIONS OF RESPONDENTS.
3. HO-THERE IS NO SIGNIFICANT DIFFERENT BETWEEN LEVEL OF PERFORMANCE AFTER MOTIVATION AND SATISFIED REMUNERATION.

Observed frequency table:

		SATISFIED		Total
		HIGHLYSATISFIED	SATISFIED	
LEVEL OF PERFORMANCE AFTER MOTIVATION	EXCELLENT	15	17	32
	SATISFACTORY	9	59	68
Total		24	76	100

Table No : 1.16

To find the chi-square test

O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
15	7.7	7.3	53.29	6.9207
9	16.3	-7.3	53.29	3.2693
17	24.3	-7.3	53.29	2.1930
59	51.7	7.3	53.29	1.0307
TOTAL				2.4891

Table No : 1.16

Calculated table value =2.4891

Therefore

1.  $(O-e)^2 = 2.4891$

2.  $= (r-1) (c-1) \text{ d.f}$

$= (2-1) (2-1) \text{ d.f}$

$= 1 \text{ d.f}$

The statistical value for  $(r-1) (c-1) \text{ d.f}$  at 5% level of signification is =3.841

**Result:**

Therefore calculate value 2.4891 better than table's value.

$2.4891 < 3.841$  so we accept the null hypothesis (HO).

<b>O</b>	<b>E</b>	<b>O-E</b>	<b>(O-E)<sup>2</sup></b>	<b>(O-E)/2</b>
15	7.7	7.3	53.29	6.9207
9	16.3	-7.3	-53.29	-3.2693
17	24.3	-7.3	-53.29	-2.1930
59	51.7	7.3	53.29	1.0307
<b>TOTAL</b>				2.4891

**Conclusion:**

So there is no dependability between level of performance after motivation and satisfaction level.

		SATISFIED		Total
		HIGHLYSATISFIED	SATISFIED	
<b>LEVEL OF PERFORMANCE AFTER MOTIVATION</b>	<b>EXCELLENT</b>	<b>7.7</b>	<b>24.3</b>	<b>32</b>
	<b>SATISFACTORY</b>	<b>16.3</b>	<b>51.7</b>	<b>68</b>
<b>Total</b>		<b>24.0</b>	<b>76.0</b>	<b>100</b>

**To find the chi-square test**

Calculated table value =2.4891

Therefore

$$1. (O-e)^2 = 2.489$$

$$2. = (r-1) (c-1) \text{ d.f}$$

$$= (2-1) (2-1) \text{ d.f}$$

$$= 1 \text{ d.f}$$

The statistical value for (r-1) (c-1) d.f at 5% level of signification is =3.841

**Result:**

Therefore calculate value

2.4891 better than table's value.

$2.4891 < 3.841$  so we accept the null hypothesis (HO).

**Conclusion:**

So there is no dependability between level of performance after motivation and satisfaction level.

**CHAPTER – V**  
**FINDINGS OF STUDY**



## **5.1 FINDINGS OF STUDY**

- Most of the respondents are female. Majority of the employee's 10<sup>th</sup>/12<sup>th</sup>.
- The majority of the respondents are satisfied with their remuneration.
- Majority of the employee's non-technical workers.
- Most of the employees are satisfied with their level of performance after motivation.
- Motivation leads to create interest towards the job. Around 45%of the employee's say that the motivation creates interest towards the job.
- Majority of respondents are satisfied with their job.
- Most of the workers have excellent relationship with the workers team.
- There is proper job security in their organization.
- Most of respondents have excellent training programming in their organization

## 5.2 CONCLUSION

Creating a workplace with excellent morale and motivated employees is a long-term project and needs to be embedded within the fabric of an organization's daily operations. Highly motivated and engaged personnel are a tremendous asset to any organization. While money is an important foundational consideration, the main factors that attract and maintain "talent" within an organization include:

- recognition
- having interesting work to do
- being heard by management
- having skilled managers
- having good communication flows
- Being provided with opportunities for advancement.

Developing well-motivated employees leads to more satisfied customers and higher sales; this in turn leads to greater employee motivation and creates a virtuous circle. Highly motivated employees are likely to be engaged employees, willing to go the extra mile with customers, and to reward their employers with loyalty, high levels of productivity, and greater innovation.

## 5.3 RECOMMENDATION

- Although we haven't implemented it yet, we're developing a feedback system that rewards employees for engaging with our wiki and for learning how to use our application via our training videos. We further reward performance based on meeting certain goals. A proven motivator for students and employees alike is earning a "badge" or points for committing to certain tasks.
- If you let them know you trust and depend on them, they will fill those shoes sooner than you think. A vote of confidence can go a long way. Let them know you trust them to do the best job possible and they will rarely disappoint you.
- I am able to motivate my employees by giving them a purpose. When you accomplish that, they understand the vision better and are able to execute more strongly. In addition, by understanding their purpose and the purpose of the business, an employee is better able to understand how they fit into the big picture.
- I'm always pumping energy through the office. I'm really enthusiastic and want my staff to feed off that positive energy. Because culture is so important to me, I play music, have fun, joke around, and play games. We work hard, but we play hard too. You have to be in the moment and high-energy all the time
- I am very open with employees about what's happening at the highest level so there are no surprises and everyone has a chance to ask questions and give feedback. I want employees to feel included in big decisions and committed to the direction our company takes. This has helped to sustain motivation and increased company loyalty and pride
- Aligned incentives are the only true way to ensure everyone on a team is working toward a common goal. Framing the strategy in multiple ways ensures each stakeholder has a clear, personal understanding of how working together benefits himself and the team. This technique allows you to motivate the team to accomplish amazing things
- Ask what they do and don't like working on, share the big picture company goals, and respond to their questions. Discern their goals and then invest in their professional growth. During one-on-one check-ins, listen to their ideas, because they're the best at what they do. Respect their personal schedules and non-work time, and don't ever pit their goals/timelines against each other

- We developed Valuebot-an app for Slack that calculates how many times each employee was praised-in order to send daily and monthly summaries. Whoever garners the most kudos wins various awards and recognition. Valuebot has helped us to visualize our culture and reiterate how much we support one another. The positive energy we create in the office helps us to attract and retain talent.

## **5.4 BIBLIOGRAPHY**

Books referred

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Author: P Subba Rao

Edition:3<sup>rd</sup>

Publisher: Himalaya Publishing House

Year of Publishing: 2006

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Publisher: Pearson/Prentice Hall

3). Human resource and personal management

Author: k.Aswathappa

Edition:3<sup>rd</sup>

Publisher: Tata McGraw-Hill Pvt.Ltd.

Year of Publishing:2002

4.) “psychological motivations”

Author : McCormick and Tifflin

Year of publishing: 1979

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Author: Steers

Year of publishing: 1987

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Year of publishing :1979

7) Effective management of motivation

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Year of Publishing: 1999

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Author: Drummond

Year of publishing :1990

9) Motivation theory in industrial and organizational psychology

Author : Campbell J. P., & Pritchard R. D

Year of publishing :1976

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Author : Armstrong M .

Year of publishing :2006

**Website**

[www.dynamatic.com](http://www.dynamatic.com)

[www.dynamatictechnologies.com](http://www.dynamatictechnologies.com)

**ACHARYA INSTITUTE OF TECHNOLOGY**  
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**INTERNSHIP WEEKLY REPORT**  
**(15 JAN 2018 TO 24 MARCH 2018)**

**Name of the Student** : KIRANKUMAR N  
**Internal Guide** : PROF. MONICA M  
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**Specialization** : Human Resource & Marketing  
**Title of the Project** : "A STUDY ON EMPLOYEE MOTIVATIONAL STRATEGIES IN ORGANIZATION AT DYNAMATIC TECHNOLOGIES LIMITED"

**COMPANY NAME: DYNAMATIC TECHNOLOGIES LIMITED**

WORK	WORK UNDERTAKEN	EXTERNAL GUIDE SIGNATURE	INTERNAL GUIDE SIGNATURE
15/1/2018-20/1/2018	Introduction about Dynamatic Technologies	<u>Pavik</u>	<u>Monica H</u>
22/1/2018-27/1/2018	Learning about different operations and services	<u>Pavik</u>	<u>Monica H</u>
29/1/2018-3/2/2018	Orientation and Gathering information about growth of company	<u>Pavik</u>	<u>Monica H</u>
5/2/2018-10/2/2018	Analysis of market position of the company	<u>Pavik</u>	<u>Monica H</u>
12/2/2018-17/2/2018	Research problem identification	<u>Pavik</u>	<u>Monica H</u>
19/2/2018-24/2/2018	Preparation of research instruction for data collection	<u>Pavik</u>	<u>Monica H</u>
26/2/2018-3/3/2018	Theoretical background of the study	<u>Pavik</u>	<u>Monica H</u>
5/3/2018-10/3/2018	Data collection and data analysis	<u>Pavik</u>	<u>Monica H</u>
12/3/2018-17/3/2018	Interpretation of the data gathered during the survey	<u>Pavik</u>	<u>Monica H</u>
19/3/2018-24/3/2018	Final report preparation and submission	<u>Pavik</u>	<u>Monica H</u>

  
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