ABSTRACT

India, with 1.27 billion people, is the second most populous country in the world, while China is on the top with over 1.36 billion people. India represents almost 17.31% of the world’s population. This means one out of six people on this planet live in India. Every year, India adds more people than any other nation in the world, but individual population of some of its states is equal to the total population of many countries. Population of Uttar Pradesh = population of Brazil. Population of Maharashtra is equal to population of Bihar. Tamil Nadu is the sixth most populous state in the country with a sex ratio of nine hundred and eighty six females per 1000 males, Tamil Nadu is in the fourth place. Thus, the details relating to Indian population clearly reveals India is a country quite rich in its MANPOWER RESOURCES. Indian manufacturing sector is currently facing various threats. Our country imports products from China, Hong Kong, Korea Taiwan and high quality products from Japan, Germany, France and U.S.A. Indian customers are highly price-sensitive, giving priority to quality and brand. The Indian manufacturing sector has the social responsibility of keeping the environment clean by adhering to stringent pollution control norms. Further, government control procedural delays and local political interferences hinder the industrial performance. Other common problems affecting the Indian manufacturing sector include low employee motivation and commitment, job monotony, low job satisfaction, lack of teamwork, absenteeism, poor wages and lack of welfare facilities. Therefore, a thorough understanding of the labour market has become an important aspect of HRD in the present-day business environment to improve productivity through proper motivation using quality of work life, morale and job satisfaction.

Keywords: Job Satisfaction; Motivation; Incentives; Employee-Morale; Productivity; Quality Of Work Life

INTRODUCTION

There is a remarkable change in the global economic and political conditions. The world nations have started to adopt ‘Free Market Economy’ leading to a cutthroat competition in international markets. Further, in the year 2008-2009, there was a global recession affecting the world economy largely. Since India mainly depends on global economy, it cannot keep its economy in isolation. This situation made India to switch over from a policy of centralised planning & control, to adopting decentralised, and decontrol policy thereby encouraging Free Market economy. This shift made our country to open her economy to both domestic and foreign private entrepreneurs. India changed its economic and industrial policy favouring de-licensing and decontroel regulations. Progressive relaxation of FERA and MRTP Acts, labour laws etc. encouraged Foreign Direct Investment and liberalized the foreign exchange with full convertibility of rupee. The country took such measures to establish its external economic stability. India is facing a challenge of limiting its budgetary deficit and its government
expenditure, particularly export-subsidy expenses and other subsidy expenses to a minimum extent. Therefore, at present the economy of the country is in a state of transition. The prevailing challenge before the Indian manufacturing sector is competition - both at the domestic and at the international level. It strives to sustain in an environment where there are many options for its customers to choose their products or services at competitive prices.

**Prominence of Labour Incentives**

Incentives are one technique by which employers carry out their end of the employment contract—i.e., compensating employees for their efforts. In its most generic form the incentive payment compensation tries to recognize some specific accomplishment on the employee’s part. In general, incentive payments inspire the desired performance. The incentive itself is usually something tangible; most frequently, money. Programs dealing exclusively in intangible rewards or recognition are a legitimate subset of incentives. Generally, employers pay incentives in cash and sometimes in the form of gifts and vouchers, where the employees use them to buy discounted merchandise or service. Incentive is a one-time payment or recognition linked to specific achievements. Even though there are many forms of compensation paid to employees for performing their jobs, incentives tend to be result-oriented.

Thus, a properly planned incentive scheme assures organisations a high level of productivity because incentives induce employees to provide an efficient performance. Therefore, presence of an incentive system has a very important influence on productivity. A good incentive system is one based on reasonably accurate standards that motivate employees towards a better performance. Incentives are broadly categorised into two types – (i) monetary incentives and (ii) non-monetary incentives.

Non-monetary incentives are in the form of rewards and recognition such as encouraging employees with trophies, awards, certificates and providing better work environment. They are cost effective and have high social and psychological acceptance in the society. However, non-monetary incentives are capable of creating a feeling of discrimination among employees leading to victimisation, because out of many performance-aspirants, only one, two, or a few employees are awarded despite others, whose performance almost good are likely to miss the non-monetary benefits.

Monetary incentives such as profit sharing, gain sharing and other monetary incentive schemes directly benefit the employees at all levels, having a powerful and sustained effect. Monetary incentive schemes are more direct and tangible than non-monetary incentives. In this type of scheme, each employee gets his/her share of reward for the efficient and effective performance. This type of scheme serves as a better motivational technique and induces employees to improve their own performance.

**Prominence of Productivity**

Productivity is the ratio of output produced to the input resources utilised in production. The input resources in a productive system of business operations are money, machines, human resource and materials. There are two kinds of productivity measures – Total productivity and Partial productivity. Total productivity is the ratio of aggregate output to aggregate input. Partial productivity is the ratio of aggregate output to any single input. Generally, organisations adopt total productivity measures to assess the overall productivity. Hence, productivity implies reaching the highest level of performance with the least expenditure of resources. Therefore, productivity is important to everyone to ensure organisation’s economic growth and development.

Productivity is associated with different sector of economy. In order to understand the concept correctly, research studies classify productivity as follows:

- Macro-level productivity
- Micro-level productivity
The word ‘Productivity’ carries a multitude of meanings—for some, it is the measure of personal efficiency of labour, to others it is output derived from a composite bundle of resources and to the more philosophical group it is almost synonymous with welfare and in some extreme situations productivity is viewed identical with time.

Productivity is the measure of the economy of means. It is an attitude of mind, an attitude of inviting change for betterment, an attitude of looking at things anew for exploring the scope of improvement. It is an effort to avail the optimum use of available resources towards the accomplishment of objectives.

There are a number of resources such as materials, money, machines and men and other input services and supplies along with environment and working conditions. Men, operating at different levels and at different capacities, control all these resources. Further, productivity achievement is possible through technical and technological improvement and through improved performance of personnel. The organisations improve its employee-performance by offering incentives (both monetary and non-monetary) to them. Incentives, particularly, financial incentives, provided to employees give them an opportunity to earn more money. From the management perspective, disbursement of incentives prove to be a useful aid and tool for better labour utilisation to produce products at a reduced unit cost with proper production scheduling planning and control.

In TAMILNADU, there are 32,301 business units. Among them 16,406 business units are in Chennai, out of which 3439 business units are companies registered under the Indian Companies Act 1956. In this, 3358 companies belong to private sector, 53 companies belong to government sector and 28 companies belong to public sector. Out of these 3439 companies in Chennai, 1427 companies are manufacturing companies consisting of 705 private companies, 322 public companies and 400 firms and proprietary concerns. Out of 322 public companies, 122 companies are listed public companies and 200 companies are unlisted public companies.

Thus, the study of productivity nuances in manufacturing sector is quite significant for understanding the impact of labour incentives on productivity. The basic purpose of this study is to find out how labour incentives, employee-morale, quality of work life and job satisfaction influence work performance of employees and which one among the four influence the most towards achieving productivity with reference to selected manufacturing companies in Chennai.

**NEED FOR THE STUDY**

In an industry, both managers and employees have the same kind of sensitivity towards need-satisfaction. However, the manager controls the means of attaining need-satisfaction at work, while the employee seeks self-development by as far as possible relying on his ability and improving his/her family status. However, for both of them frustration can result when they are not able to satisfy their needs. This frustration slows down their performance leading to depression obstructing their need-satisfaction. There are so many ways to eradicate such frustrations and one specific way of eradicating such frustration is providing them a ‘reward’ and that is termed as ‘incentive’. Thus, incentives act as catalysts that arouse a dynamic force in an individual influencing his/her behaviour. There are different types of incentives to motivate individuals in the manufacturing sector for better performance. Every employee in the manufacturing sector possesses latent abilities that are mental and physical in nature. The employer, to use those latent abilities of employees, gives incentives to them. Such incentives provide a powerful encouragement to employees towards their performance.

Incentive inter-alia is a device used for enhancing organisational productivity. There are many ways towards improving productivity in manufacturing sector and some of them are as below:
By adopting improved product design
By using better quality materials for production
By employing state-of-the -art manufacturing process
By adopting efficient work-methods
By designing result-oriented organisational plans
By procuring and utilising labour resources effectively at all levels.

Among the above-mentioned ways towards improving productivity, effective labour resource utilisation at various levels prove to be the cheapest, quickest and surest means of improving organisational productivity. Other methods involve lot of time, money and energy. The manufacturing sector in India recognises this advantage of labour utility for enhancing productivity. Hence, manufacturers introduce several incentive schemes. However, there are a few limitations in adopting such incentive schemes as shown below:

- Measuring the quality of the product
- Determining the employee-wise output
- Regularising the work-flow

Despite such limitations, incentive system is becoming more popular because incentive systems stimulate human behaviour. The basic idea of giving incentives to employees is to provide them monetary and non-monetary benefits over and above their periodical remuneration. Incentives are only a means to an end. It is one form of motivation and a technique adopted for improving organisational productivity. The main aim of providing incentives to employees is to motivate them to make them contribute their best.

Incentives influence performance. The National Commission on Labor has provided certain recommendations with respect to incentives. Therefore, understanding the labor incentives’ effect on productivity becomes difficult without collecting information about incentives. Further, in addition to labor incentives motivating employees for a better performance, employee-morale, and quality of work life and employee job-satisfaction also motivate employees.

Therefore, in order to study the impact of labour incentives on productivity the need for studying the nature, scope and types of incentives, along with the association between motivation and morale, quality-of-work life and job-satisfaction become imperative. Hence, the researcher makes a humble attempt to explore these areas of study

STATEMENT OF THE RESEARCH PROBLEM

The impact of labour incentives on productivity is a significant issue of research in the domain of industrial relations under Human Resource Management. Many research contributions in this area show positive impact of labour incentives on productivity. These contributions observed that incentives, when provided can raise productivity by creating a better rapport between the employees and management and may reduce the productivity of the organisations drastically by de motivating the work force in the labour market when such incentives not provided. Hence, it is an empirical challenge to observe whether incentives have a positive or negative impact on organisational productivity. DALITA BALASSANIAN (2006) in his research study on incentive-system indicates
that that incentives influence employee performance leading to the enhancement of organisational productivity. ANDREW BALLANTINE & OTHERS (2012) suggests that for an excellent job performance monetary incentives can be preferred. Monetary incentives include profit sharing, project bonus, overtime payments, stock options and warranties, group incentives, individual incentives, output based incentives. They also say that the needs of the employees differ based on their age. Monetary and non-monetary incentives can influence employees in different carrier stages. ROBERT TALBUT (2012) strongly suggests the organisations to establish Remuneration & Incentive Committees lest they encourage favouritism. Therefore, establishment of such incentives is one technique by which employers carry out their end of the employment contract—i.e., compensating employees for their efforts. In its most generic form the incentive payment compensation tries to recognize some specific accomplishments of the employees.

Gupta (1975) in his study of labour incentives in Indian Iron and Steel Industry finds that monetary incentives are best motivators leading to better motivation and higher labour productivity. NAIR AND RAO (1991) in their study reveal that group incentives are best to develop the feeling of teamwork and co-ordination.

MATTHEW (1983) states that direct monetary benefits coupled with greater responsibility and autonomy in decision-making are good motivators than other benefits. However, the non-monetary incentives are perhaps more important in the case of executives, particularly those in higher position. SHARMA (1991) referring to the report of the National Commission of Labour, “under Indian conditions incentives are concerned with effective utilization of manpower which is quickest, cheapest and surest means of increasing productivity and stimulate human efforts to provide positive motivation to greater output.” ARFIC KOHN (1993) points out that monetary incentive are the reward for excellent job performance in the form of money. Traditionally these incentives helped in maintaining a positive motivational environment. The non–monetary incentives, on the other hand are the rewards in the form of opportunities like sabbaticals, training, flexible working hours, etc. JAIN & JABEEN FAUZIA & OTHERS (2007) in their study emphasise both monetary and non-monetary incentives are workplace motivators. In their research, they found that the cash incentives constitute primary motivators, essential to fulfil needs and wants of the workforce. However, non-monetary incentives are becoming more significant in the industries. They enhance employee performance and are more efficient in motivating the workforce.

A large volume of literature review pertaining to labour incentives and productivity show that there is an impact of labour incentives on productivity. The review results reveal that when business enterprises provide incentives to their employees there is an impact on its level of productivity i.e., when more incentives are paid productivity rises and when incentives not paid or paid to a least extent, productivity of the organisation fall. The reason behind such rise or fall is that labour incentives motivate employees for a better performance. The main reason for labour incentives motivating employees is that enormous amount of ‘wants’ influence human beings. Further, human beings are also materialistic and pleasure loving, desirous of comparing each other and competing with their social counter parts in acquiring such ‘wants’. Moreover, ‘wants’ of the employees are so very sophisticated that a ‘want’ of an employee at one time shall not be his/her wanting at the next instance. Thus, employees have an urge to satisfy their ‘wants’. Employees’ satisfaction of ‘wants’, involve a price. The price fixed in terms of money. Therefore, money is required to satisfy human ‘wants’. Employees work and earn their remuneration for sustenance and satisfy their basic needs but there are many ‘wants’ to satisfy employees apart from their basic needs and to fulfil their ‘wants’ they require more money. Employers understand this requirement of their employees and pay more in the form of incentives either in cash or in kind over and above their remuneration. When efficiency in performance results, employers provide employees with incentives and thus these incentives act as strong motivators for them towards an exemplary performance. This exemplary performance in turn improves productivity. Review studies show that labour incentives motivate employees to an extent. The study also shows that in addition to designing sound labour incentive schemes towards motivating
employees, employee-job satisfaction, quality of work life and employee-morale also motivate organisational employees to a considerable extent. Employers have also understood that a good and congenial work life quality, a better sense of belonging, pride and satisfaction towards their job-profile psychologically induces employees to give a better work performance. This is the main reason for employee-job satisfaction, quality of work life and employee-morale to compete with labour incentives in motivating employees of an organisation. Further, labour incentives (both monetary and non-monetary incentives) are quantitative factors, while employee-job-satisfaction, quality of work life and employee-morale are qualitative factors. The review concludes that the impact of labour incentives on productivity that predominates in the international literature is replete with lacunae because it fails to acknowledge the best motivating variable among labour incentives, morale, quality of work life, and job-satisfaction towards a better performance for improving productivity. The review identifies the fact – more the motivation, more the performance, and more the performance, more the productivity but does not identify which motivating variable among the four contribute the maximum towards motivating the employees for a better performance towards enhancing organisational productivity. Therefore, the researcher identifies the problem of finding the best motivator among labour incentive schemes, morale, quality of work life and job-satisfaction leading to the following research questions:

- The employers of the manufacturing companies improve productivity through motivation. i.e., is there any association between motivation and productivity
- The employers of manufacturing companies motivate employees by providing incentives i.e., is there an association between labour incentive schemes and motivation.
- The employers of manufacturing companies adopt any other means of motivating employees such as motivating them with high level of job-satisfaction, better quality of work life or morale i.e., is there an association between job-satisfaction and motivation or between quality of work life and motivation or morale and motivation.

In TAMILNADU, particularly in the manufacturing companies of Chennai as far as the researcher’s knowledge goes no study is conducted hitherto towards finding out the best motivator among labour incentives, morale, quality of work life and job-satisfaction to improve productivity of the organisation. This study attempts to enquire in this unexplored area.

OBJECTIVES OF THE STUDY

This study has the following objectives:

1. To understand the employees’ views about various incentive schemes offered to them.
2. To identify the different kinds of monetary and non-monetary incentives offered to the employees in selected manufacturing companies in Chennai.
3. To carry out a sequential analysis of the monetary and non-monetary incentives’ influence on employee morale, motivation, job satisfaction, and quality of work life at selected manufacturing companies in Chennai.
4. To study the impact of labour incentives on productivity at such selected manufacturing companies in Chennai.
5. To suggest effective measures towards improving productivity

METHODOLOGY

Research design: The study primarily depends on primary and secondary data.

Study area: Chennai widely known as Madras till 1996, has a rich tradition and civilisation with a blend of the old and new, vibrating ceaselessly to keep pace with the rest of India, as the buoyant metropolis standing as the third most industrialised state and hence the research study chooses Chennai as its study area.
Questionnaire design: The research study involved questionnaires as the instrument to collect primary data. The respondents shared their opinions pertaining to labour incentive schemes, employees’ morale, motivation, job satisfaction and quality of work life and productivity. The first part of the questionnaire includes demographic factors with optional questions. The second part of the questionnaire uses optional questions relating to the types of incentives provided by the manufacturing companies in Chennai. The third part involves statements relating to the rational determination of labour incentives with Liker 5-point scale. The fourth part consists of statements about employee morale in the manufacturing organisations. The fifth part of the questionnaire pertains to quality of work life and all relevant statements are included to derive the desired responses. The sixth part considers statements relating to employee job satisfaction in the manufacturing companies of Chennai. The seventh part has statements relating to employee motivation in the manufacturing companies and the eighth part of the questionnaire projects statements pertaining to employees’ perception on productivity. The questionnaire uses both optional type statements and statements in LIKERT 5-POINT scale.

Data analysis & Interpretation: The research study uses SPSS (Statistical Package for Social Sciences) computer package for statistical analyses.

LIMITATIONS OF THE STUDY

1. Considering the time and cost factor the study is limited only to Chennai region.
2. The study domain confines only to manufacturing companies and therefore the findings through analyses need not be the same for other industrial organisations.
3. The study is only with reference to five selected manufacturing companies in and around Chennai and does not include all the manufacturing companies located in Chennai.
4. The study is limited only to 600 responses from the employees of manufacturing companies in Chennai region and hence the views of these respondents need not be the views of the employees of the entire manufacturing companies of the country.
5. The study considers only labour incentives, employee-morale, and quality-of-work-life and employee-job satisfaction as motivating elements to induce employees towards a better performance and does not include other motivating elements.
6. Questionnaires circulated only to respondents who know to read and write. Thus the study confines its circulation of questionnaires only to literate group and ignores illiterate group who do not know to read and write.

FINDINGS OF THE STUDY

Findings based on first objective of the study – To understand the employees’ views about various incentive schemes offered to them.

The organizational employees of the manufacturing sector in Chennai understand the importance of the skilled, semi-skilled and unskilled labor. The employees are very clear in their perception about the basic idea of their organizations that incentive schemes introduced with an intention to increase output. The employees strongly believe that the management of their organizations does not take unilateral decisions without seeking the views of the employees towards evolving labor incentive schemes. The employees are afraid of the disciplinary actions adopted in their organizations.

Findings based on second objective of the study – to identify the different kinds of monetary and non-monetary incentives offered to the employees in selected manufacturing companies in Chennai.

<table>
<thead>
<tr>
<th>PERCENTAGE</th>
<th>TYPES OF INCENTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>49.4%</td>
<td>Both monetary &amp; non-monetary incentives</td>
</tr>
<tr>
<td>47.4%</td>
<td>Only monetary incentives</td>
</tr>
</tbody>
</table>
Findings based on third objective of the study – To carry out a sequential analysis of the monetary and non-monetary incentives’ influence on the selected motivational variables at selected manufacturing companies in Chennai

A sequential analysis of the monetary and non-monetary incentives’ influence on the selected motivational variables at selected manufacturing companies in Chennai reveal monetary incentives’ influence were more than non-monetary incentives’ influence.

Findings based on fourth objective of the study - To study the impact of labor incentives on productivity at such selected manufacturing companies at Chennai.

The regression analysis clearly shows that the factors of labor incentive schemes are highly significant in creating the impact over both intrinsic and extrinsic motivation. The factors of morale create an impact over intrinsic and extrinsic motivation. The factors of job satisfaction give an impact over the intrinsic and extrinsic motivation. The factors of quality-of-work-life have an impact on motivation and thus the factors of motivation in turn make an impact over organizational productivity.

Findings based on fifth objective of the study - To suggest effective measures towards improving productivity

The analysis results of the study suggests effective measures towards improving productivity

**SUGGESTIONS**

- The researcher desires to make the following suggestions:
  - Manufacturing organizations:
    - Shall introduce labor incentive schemes to increase its output and the earnings of its employees for an improved work performance.
    - The incentive plans designed must be easy to understand and simple to calculate.
    - While evolving incentive schemes, it must seek employee’s views and suggestions on this issue.
    - Must take all measures to make the employees feel normal health after their day’s work
    - Shall provide to its employees the necessary freedom to schedule their work and make job-related decisions with a minimum of supervision.
    - Must strive hard towards developing a friendly atmosphere among employees
    - Shall recognize and reward employees whose efforts support the organizational goals.
Must always remember – Motivation of employees is important in business.

**SCOPE FOR FUTURE RESEARCH**

Researches only cite the positive impact of incentive-schemes towards organizational performance and productivity, but the effectiveness of the impact of these programs over extended periods, left unexplored. The organizations offer more incentives to male employees than female employees and surveys reveal that organizations offer men twice the incentives than to women. Future research shall consider the prevalence of such practices Incentives mean both monetary and non-monetary incentives and which of them between the two, monetary or non-monetary incentives motivate employees the best, towards an exemplary work performance is a topic in the agenda for future research.

**CONCLUSION**

In order to motivate employees, management should design sound labor incentive schemes, improve employee-morale, provide an appreciable quality of work life and job satisfaction. Thus, to motivate employees for an exemplary work performance in order to improve organizational productivity, the entrepreneurs of manufacturing concerns must prefer providing monetary and non-monetary incentives largely to their employees in addition to providing them a high quality of work life employee-morale or job satisfaction. Hence, labor-incentives have a greater impact on organizational productivity.

**REFERENCES**

1. Andrew Ballentine, Nova Mckenzie, Allen Wsocki and Karl Kepner “ Role of monetary & non-monetary incentives in the workplace as influenced by career stage

**ANNEXURES**

**A Model of Labour Incentive Schemes, Morale, Quality of Work Life, Job Satisfaction, Motivation and Productivity**

The researcher considered Labour incentives, Morale, Quality of work life and Job satisfaction as the four independent variables and productivity as the unique dependent variable. The moderator variable considered as Motivation to measure its subsequent impact over Productivity. The researcher applied Structural Equation Model based on confirmatory Factor analysis and Regression analysis to relate the independent variables along with moderator dependent variable. The model clearly revealed significant influence of Labour incentive schemes, Employee-morale, Quality of work life and Job-
satisfaction motivate the employees to have optimistic and constructive potentials. This, in turn leads to Productivity. The model clearly shows this scheme of influence.

Table 1. Types of Incentives

<table>
<thead>
<tr>
<th>TYPES OF INCENTIVES</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monetary Incentives</td>
<td>244 (47.8%)</td>
</tr>
<tr>
<td>Non-monetary Incentives</td>
<td>14 (2.8%)</td>
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<tr>
<td>Both monetary &amp; non-monetary incentives</td>
<td>252 (49.4%)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>510 (100%)</strong></td>
</tr>
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</table>

Source: Primary Data

Table 2. Types of monetary incentives

<table>
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<tr>
<th>TYPES OF MONETARY INCENTIVES</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual incentives</td>
<td>223 (43.7%)</td>
</tr>
<tr>
<td>Group incentives</td>
<td>133 (26.1%)</td>
</tr>
<tr>
<td>Both individual and group incentives</td>
<td>154 (30.2%)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>510 (100%)</strong></td>
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</tbody>
</table>

Source: Primary Data

Table 3. Types of individual incentives

<table>
<thead>
<tr>
<th>KINDS OF INDIVIDUAL INCENTIVE PLANS</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time-based plan</td>
<td>199 (39%)</td>
</tr>
<tr>
<td>Output-based plan</td>
<td>177 (34.7%)</td>
</tr>
<tr>
<td>Both time-based and output-based plan</td>
<td>134 (26.3%)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>510 (100%)</strong></td>
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Source: Primary Data
Table 4. Types of group incentives

<table>
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<tr>
<th>TYPES OF GROUP INCENTIVE PLANS</th>
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<tbody>
<tr>
<td>Profit-sharing plan</td>
<td>86 (16.9%)</td>
</tr>
<tr>
<td>Group bonus plan</td>
<td>385 (75.5%)</td>
</tr>
<tr>
<td>Both profit-sharing and group bonus plan</td>
<td>39 (7.6%)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>510 (100%)</strong></td>
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</table>

Source: Primary Data

Table 5. Types of employee benefits

<table>
<thead>
<tr>
<th>KINDS OF EMPLOYEE BENEFITS</th>
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<tr>
<td>Extrinsic benefits</td>
<td>24 (4.7%)</td>
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<tr>
<td>Intrinsic benefits</td>
<td>11 (2.2%)</td>
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<tr>
<td>Both extrinsic and intrinsic benefits</td>
<td>475 (93.1%)</td>
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<td><strong>TOTAL</strong></td>
<td><strong>510 (100%)</strong></td>
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Source: Primary Data

Influence of Labour Incentives on Motivation

Table 6. Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>.834</td>
<td>.695</td>
<td>.691</td>
<td>.55597570</td>
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Computed Data

Table 7. Model Summary

<table>
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<tr>
<th>Model</th>
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<th>R Square</th>
<th>Adjusted R Square</th>
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<tr>
<td>1</td>
<td>.547(a)</td>
<td>.299</td>
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Computed Data Predictors: (Constant), Benefits, Plausibility, Scope, Confidence, Rationale, Trust, Rudiments

Influence of motivation on productivity

Table 8. Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
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Computed Data Predictors: (Constant), Extrinsic, Intrinsic

Table 9. Model Summary

<table>
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<tr>
<th>Model</th>
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<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>.585(a)</td>
<td>.343</td>
<td>.340</td>
<td>.81243849</td>
</tr>
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Computed Data Predictors: (Constant), Extrinsic, Intrinsic