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## Factors Influencing Employee Motivation in Tile Manufacturing Industry in Sri Lanka

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*This paper presents factors that affect to the level of employee motivation in ceramic tile manufacturing industry in Sri Lanka. The labour productivity in ceramic tile industry in Sri Lanka far lower (7200 Sq.) comparing to other countries. Among the other factors that impact on productivity, employee motivation is considered as direct influencer. Therefore, this research focuses on identifying factors that influencing the employee motivation in ceramic tile manufacturing industry and identifying areas to be improved regarding the employee motivation in the sector. In order to accomplish the objectives proposed, self-administrative survey questionnaire has been used. Questionnaire was developed in two languages i.e. Sinhala and English. Data have been analysed using SPSS and sample of 65 respondents. The findings shows pay and benefit as the most important factor in employee motivation while interpersonal relationship and job security as second and third important factors respectively. Then based on the survey findings the researcher presents some recommendations for the industry. In turn this research helps the measurement to formulate suitable policy to motivate the employees.*

**Keywords:** Human Resources; Employee Motivation; Employee Satisfaction; Pay and benefits; Work performance

### INTRODUCTION

The real purpose of management is motivation of the group, to use its energy to achieve objectives" (Stewart, 2012). In the highly competitive labour market, organisations irrespective of its size or expertise, costs millions with every ten managerial and professional employees who leave the organization (Fitz-enz, 1997). In Asian context, employee voluntary turnover is a major problem for companies. Job-

hopping has become so rampant and part of the culture, in countries like Malaysia, Thailand and Taiwan (Ramlall S. , 2004). If an organization does not capable enough to motivate its employees, the knowledge within the organization is not practically used to a maximum level. Therefore, every learning organisation found employee motivation as a significant factor for organizational success.

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The term motivation is derived from the Latin word "movere" which means to move. It works like a steering wheel to move people from boredom to interest. According to Mitchell (1982) motivation is a psychological process which work as a stimulation for people to actively participate in their tasks and achieve goals. Further, Bartol & Martin (1998) define motivation as a force that energizes behaviour, gives direction to behaviour, and underlies the tendency to persist.

Sri Lankan tile manufacturers are getting technology know-how and training mainly from Italy and Spain. However, compared to those countries, Sri Lankan performance was not up to satisfactory level. The labour productivity in Sri Lanka increased as a result of maintaining production level unchanged in a sizeable reduction in employment. It does not increase the output coupled with stable employment level. This fact proves that the industry employment have severe impairment.

In addition to that, when considering the factors affecting to the employee motivation and satisfaction, salary, training, incentives, appreciations, working hours and communication can be identified as key factors. However, there is not proper idea what factors work best for ceramic tile industry. On the other hand, situations like long hours working in a factory, high work pressure, low appreciation, poor recognition, and poor safety may cause de-motivation in the work place.

With the expectation that employee motivation is directly affect the labour productivity in manufacturing industry, this study emphasized the factors influencing employee motivation in ceramic tile industry in Sri Lanka. Finally as the outcome, this paper presents the best motivation factors that improved organizational performance in ceramic tile manufacturing industry in Sri Lanka.

Manufacturing employees have significantly different behaviour compared to the employees in other sectors. Therefore, understanding those motivational factors is important for manufacturing organisations to motivate employees and increase the employee productivity.

## LITERATURE REVIEW

Bartol and Martine (1998) have classified the major theories in motivation into three categories: needs theory, cognitive theory, and reinforcement theory. The most popular needs theory is owing to Abraham Maslow (Maslow, 1970) and it is known as Maslow's motivation theory of hierarchal needs. Alderfer (1972) proposed ERG theory as an alternative to Maslow theory. He consolidated five levels of Maslow's hierarchy into three levels: existence, relatedness and growth. Relatedness needs address our relationship with others such as families, friends, work groups, etc. Growth needs are associated with Maslow's last two levels, i.e. self-esteem and self-actualisation.

Herzberg et al. (1959) developed two factor theory in employee motivation. Herzberg (1968) argued that eliminating the cause of dissatisfaction (through hygiene factors) would not result in a state of satisfaction. Satisfaction (or motivation) would occur only as a result of the use of motivators.

On the other hand, McGregor (as cited in Russ, 2011) introduced two theories named theory X and theory Y with the idea that the ways managers motivate employees are largely dependent upon beliefs about human nature. In addition to that, Vroom's expectancy theory argues that the strengths of a tendency to act in a certain way depends on the strengths of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual (Robbins, 1993).

### *Related work*

The 'motivational sequence' is a valuable model that presents the thoughts of different schools. Further it argues that disputes of in this field are caused by different theories which are not contradictory. The following model is considered as a one which is comprehensive enough to study the motivational issues in different types of organisations.

### **FIGURE 1 HERE**

Although motivation is a broad and complex concept, organizational scientists have agreed on its basic characteristics summarized as "the set of processes that arouse, direct and maintain human behaviour toward attaining a goal". Satisfaction is defined by various authors in different ways. As

example Locke (as cited in Bent, 1999) mentioned satisfaction is an outcome of a motivational process. Locke however note that there are a range of theoretical views over what drives/creates motivation and leads towards a feeling of satisfaction or a satisfactory outcome for the individual.

On other hand, Torrington & Hall, and Parker & Chusmir, (as cited in Bent, 1999) argues the ability of an individual to progress through hierarchy of needs without motivational factors. Further, this argument has been backed by different studies arguing about the absence of motivational factors such as subjective or intrinsic factors and individual's ability to perform (The American Dream, 1987; Korn, 1988 and Gallup et al., 1986). The other criticism is not considering the volatility of different situations experience by the individuals and their effect on their priority.

According to Deci and Ryan (2000) people have innate needs for competence and self-determination. As Locke (1991), believes these two elements may be drawn together under an individual's own value system. Therefore, an argument can be developed suggesting individuals are motivated by their inner believes and motives. Based on this, identifying inner motives of people and stimulate them will be a new challenge for employers. This will be further hard for small business considering their inadequate resources such as time or expertise in understanding individual motivations. However, there is a possibility to set goals that satisfy individual's wishers in general in lining with the company's objectives (Bet1999).

### ***The relationship of satisfaction and dissatisfaction***

The most significant and basic difference between Herzberg's two factors is the inherent level of satisfaction/dissatisfaction within each factor. If motivation includes only those things which promote action over time, then motivators are the factors that promote long-running attitudes and satisfaction.

According to Herzberg's et al. (1959), motivators cause positive job attitudes because they satisfy the worker's need for self-actualization (Maslow, 1954) the individual's ultimate goals. The presence of

these motivators has the potential to create great job satisfaction, however, in the absence of motivators, Herzberg says, dissatisfaction does not occur.

The motivators were mainly identified in the classical study conducted by Herzberg (1968) which was revalidated in 2008 and the work of Jurgensenin(Manolopoulos, 2008). Herzberg identified intrinsic factors in employee motivation.

### ***Intrinsic motivation***

Intrinsic motivation reflects the desire to do something because it is enjoyable. If we are intrinsically motivated, we would not be worried about external rewards such as praise or awards. If we are intrinsically motivated, the enjoyment we experience would be sufficient for us to want to perform the activity in the future. Intrinsic motivating factors such as achievement, recognition for achievement, the work itself, responsibility, growth and advancement; and secondly, extrinsic motivating factors.

### ***Extrinsic motivation***

Extrinsic motivation reflects the desire to do something because of external rewards such as awards, money, and praise. People who are extrinsically motivated may not enjoy certain activities. They may only wish to engage in certain activities because they wish to receive some external reward. Such as, company policy and appreciation, supervision, interpersonal relationships, working conditions, status, payment and security are defined as extrinsic motivation factors.

According to Heneman and Skinner, the philosophy behind pay for performance plans draws upon reinforcement theory that suggests that pay be linked to performance by setting specific targets and then rewarding individuals for achieving these targets. Further, agency theory is designed to balance the risk and rewards for individuals and groups aligning the interest of manager and shareholders (Carolyn Stringer, 2011).

Agency theory focuses on extrinsic rewards that are tangible and quantifiable (Merchant, 2003). Accordingly, there is a positive relationship between pay satisfaction and extrinsic motivation

and pay determined the actions and effort of employees. Therefore, pay is a powerful lever to influence extrinsic motivation (Stringer et al.,2011).

The other form of motivation, intrinsic motivation, captures the aspects of doing work for its own preference provide psychological benefits, accomplishment, responsibility, self-actualization and self-sustaining(Kuranchie & Amponsah, 2015).

### *Definition for the research variables*

The following table shows the research variables and definition for each variable with the source.

#### **TABLE 1 HERE**

## **METHODOLOGY**

### *Conceptual framework*

The following figure shows the conceptual framework of research variables and their relationships.

#### **FIGURE 2 HERE**

Hypotheses H1, H2, and H3, H4, H5, H6, H7 are proposed based on the Herzberg's two factor theory motivation and hygiene factors. These hypotheses are based on the literature review and previous studies under employee motivation. The main hypotheses of this study which is linked to the first objective can be formulated as follows.

### *Primary Objective*

H0 - Employee motivation does not affect the productivity, retention and satisfaction

H1- Employee motivation affect the productivity, retention and satisfaction

### *Secondary Objective*

In order to achieve other objectives which are to investigate relationship between each of the independent variables and the dependent variable, the following hypotheses are formulated.

H1<sub>1</sub> -"Career Growth" has significant and positive influences on employee motivation in Ceramic tile manufacturing in Sri Lanka.

H2<sub>1</sub> -"Recognition" has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.

H3<sub>1</sub> - "Interpersonal Relationship" has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.

H4<sub>1</sub> - "Company policy & administration" has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.

H5<sub>1</sub> - "Job security" has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.

H6<sub>1</sub> - "Pay & benefits" has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.

H7<sub>1</sub> - "Working environment" has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.

### *Data collection and analysis*

For the purpose of this study, a quantitative methodology was followed and a questionnaire was used as the measuring instrument. The questionnaire has two parts. In part A respondents were asked to furnish their demographic details, e.g. gender, race, age, education level, marital status, type of employment (permanent or contract) etc. In part B, the respondents were asked to rank the seven motivating factors with Likert scale 5 in terms of their effectiveness.

This study is exploratory in nature and based on clearly defined geographical area. Thus all the suitable business in that geographical area are adequately been covered for the study. Taking into account the need to limit the number of sampling dimensions, a decision is made to focus on only the manufacturing organisation, rather than attempting to look at firms from all industries. Thus, it is purposefully selected the sample from ceramic tiles manufacturing organisations. The aim is to identify a common core of factors influencing employee motivation in this organisations, rather than reveal major variations. Using this sampling strategy, data were collected from floor level employees in two well-established organisations approximately having 329 and 469 employees in urban and rural settings of the western province of Sri Lanka. 55 (15%) employees were interviewed within the selected area in two organisations. The

questionnaires were handed over to the relevant employees and ask to fill-up and return the same within given period of time.

Data was analysed using SPSS. The statistical methods involved those of descriptive and inferential statistics for the predictors of motivation and satisfaction of employees. A reliability test was performed to check the consistency and accuracy of the measurement scales.

## DISCUSSION OF FINDINGS

The Cronbach-Alpha reliability coefficients for the subsections of the Work Satisfaction and Motivation are as follows.

### TABLE 2 HERE

The above table 2 provides an indication of the consistency of responses to all the items delineated in a measuring instrument. According to the result given by SPSS software, Cronbach's alpha is positive for all factors.

Table 3 shows mean values of seven motivating factors and mean of overall employee motivation and satisfaction. Ranking has been determined based upon the mean value of the factors. The lower the mean, the higher is the rank.

With respect to the dimensions of employee motivation assessed by the employee motivation and satisfaction questionnaire, table 3 indicates that the means for the career growth, recognition, interpersonal relationship, company policy, Job security, pay and benefits and working conditions ranged from a low of 2.078 to a high of 2.945. It therefore appears that employee in the sample is relatively satisfied. Further it shows, participants are satisfied with their working conditions, company policy and administration and career growth: however, the mean values for pay and benefits, interpersonal relationship and job security were the lowest. These mean values indicate the areas that employees were most likely to be dissatisfied and motivation is highly required.

### TABLE 3 HERE

In order to answer the objective 1 and objective 2 both descriptive statistics and two sample t-test were used in the study. First of all, the descriptive mean for all seven motivation factors were carried out with SPSS. The two sample t-test for each

motivation factor was carried out to find out whether the average value of each motivation factor is significant at 95% confident interval which refers to "the which factor sometimes motivates and satisfied the respondents".

Table 4 shows the profile of respondents in terms of gender, age, education level, number of years of work experience and marital status.

### TABLE 4 HERE

Correlation between employee satisfaction and other independent variables are tabulated in table 5. It shows employee motivation is correlated with each and every motivation factor significantly at the 0.01 level (2-tailed) the null hypotheses are rejected and alternative hypotheses are framed.

### TABLE 5 HERE

The above results reveal that there are significant and positive relationships between employee motivation/satisfaction with motivation factors (independent variables). All selected factors career growth, recognition, interpersonal relationship, company policy and administration, good pay and benefits, job security and working conditions influence the employees' motivation in tile manufacturing industry. Since the correlation for each and every motivation factor is significant at the 0.01 level (2-tailed), the null hypothesis are rejected and an alternative hypotheses are framed.

### TABLE 6 HERE

## CONCLUSION AND RECOMMENDATION

The results of the data analyses provide support for the importance of factors influencing for the employee motivation in tile manufacturing industry. Seven models were used to examine the hypotheses developed for this project. The each model examined the relationship between the independent variables. Each motivation factor (independent variable) was treated with several different questions and all data was analysed by using those individual equations and output. The overall mean of each motivation factor was used to analyse and identify the most effective motivating factor among the above seven.

In the mean value analysis, employee pay and benefits have been identified as the factor that employees are least satisfied with their

organisation. Interpersonal relationship and job security are considered as second and third factors that employees are not currently satisfied with their organisations.

Results of the coefficient analysis revealed that all the factors indicate significant and positive relationships between employee motivation/satisfaction (independent variables). The three most unfilled factors identified in mean value analysis indicates the highest coefficient value proving their positive impact on employee motivation. In line with the results of mean value calculation, pay and benefits has been identified as the most impactful factor to motivate employees. As the second important factor is interpersonal relationship with everyone within the organisation and thirdly, the job security of the employees' are revealed.

## RECOMMENDATIONS

The main objective of this section is to propose recommendations for the above factors of motivation of employees in the organisations. Findings of the survey are aimed at measuring the extent to which certain factors of motivation are provided for the organisation. Recommendations that follow are aimed at specifically improving first five factors of concern.

### *Pay and benefits*

According to literature, pay and benefit is a hygiene factor and not a motivator. Further, research reveals that employees will compare their salaries with their peers to establish if they are fairly or equitably rewarded. Often they make assumptions that are inaccurate. This can be prevented, to a large extent, if the organisation is more transparent about salaries. Creating pay grades for each job title, which employees are familiar, will prevent employees from making inaccurate assumptions regarding their salaries. Annual salary increases should be inflation related. It is recommended that exceptional performance is not rewarded through salary increases, but rather by bonus or incentive schemes. Rewards should be transparent and the basis of distributing rewards should be communicated to the entire organisation.

### *Interpersonal relationship*

Organisations need to keep more interacting programmes like annual welfare events, such as play games, get together, family events etc., thereby can improve the interpersonal relationship within the organisation between all employees.

### *Job security*

People can motivate by improving their job security. So it is necessary to give proper training, skills, knowledge and right place for work etc.

### *Recognition*

Research revealed that the need for achievement can successfully be promoted through adequate recognition and praise of employee achievements. As the perception of employees about fair treatment is based on the comparison they make on how they are treated relative to other employees. A standard recognition and praise process should be developed in the organisation. Consistent application is vital to prevent a feeling of inequity.

It is important that all achievements are immediately recognized by seniors to ensure maximum employee satisfaction, while the feeling of achievement is still fresh in the mind of employee.

### *Career growth*

- Growth means to an employees, one or more of the following:
- Climbing up the ladder in the organizational hierarchy
- On-going increase in remuneration
- Acquiring higher level skills & competencies
- Occupying higher level job positions
- Having an opportunity to avail of some exclusive benefits (perks & privileges)

### *Career development requires a system approach*

This implies institutionalization of process to automatically capture essential data about each employee at the time of recruitment or induction. It also includes maintenance, over the service span history of employment. So, the employee know the system and what level they can go their career path.

## SCOPE FOR FUTURE RESEARCH

The present study on employee motivation helps to get clear picture about the factors which motivate the employees in tile manufacturing industry. This in turn helps the measurement to formulate suitable policy to motivate the employees. Hence, the motivational level of the employees may also change. The factors that motivate the employee may change with change in time because the needs of employees too change with change in time. So, continuous monitoring and close observation of factors that motivate the employees is necessary to maintain a competent work force, only with competent work. A future study with in depth analysis to know to what extent these factors motivate the employees in tile manufacturing industries is required.

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## APPENDIX

**Table 1: Definition for the research variables**

<b>Constant</b>	<b>Definition</b>
<b>Growth</b>	This includes actual learning of new skills, with greater possibility of advancement within the current occupational specialty as well as personal growth.
<b>Recognition</b>	This is the recognition by others for a job well done or personal accomplishment.
<b>Interpersonal relationship</b>	The relationships between the worker and his or her superiors, subordinates, and peers. This includes both job related interactions and social interactions within the work environment.
<b>Company policy &amp; administration</b>	The feelings about the adequacy or inadequacy of company organisation and management. This includes poor communications, lack of delegated authority, policies, procedures, and rules.
<b>Job security</b>	The employee's job tenure and/or the company's stability or instability – objective signs of the presence or absence of job security, not the feelings of security.
<b>Pay and benefits</b>	This includes all forms of compensation and focuses on wage or salary increases or unfulfilled expectation of increases.
<b>Working environment</b>	Factors that involve the physical environment of the job: amount of work, facilities for performing work, light, tools, temperature, space, ventilation and general appearance of the work place.

*Source: Herzberg's motivation and hygiene theory*

**Table 2: Motivating factor with the coefficient of Cronbach's alpha**

<b>Motivating factor</b>	<b>Number of items</b>	<b>Cronbach's alpha</b>
Career growth	6	0.74
Recognition	7	0.71
Interpersonal relationship	7	0.78
Company policy and administration	12	0.70
Job security	6	0.72
Pay and benefits	11	0.84
Working conditions	8	0.75

*Source: Data Analysis*

**Table 3: Rank of the motivators**

Motivator	Mean	Rank
Career growth	2.830	3
Recognition	2.747	4
Interpersonal relationship	2.407	6
Company policy & administration	2.899	2
Job security	2.494	5
Pay and benefits	2.069	7
Working conditions	2.904	1
Employee overall motivation and satisfaction	1.98	

*Source: Data Analysis*

**Table 4: Respondents' demographic information**

	Frequency	Percentage
Gender		
Male	49	94.8
Female	3	5.2
Age		
Less than 20 years	3	5.8
21 – 30 years	19	36.5
31 – 40 years	15	28.8
41 – 50 years	14	26.9
51 years and above	1	1.9

Marital status		
Married	35	37.3
Unmarried	17	32.7
Highest level of education		
Up to year 9	7	13.5
Up to G.C.E (O/L)	22	42.3
Up to G.C.E (A/L)	20	38.5
Up to ATI/NCT	3	5.8
No. of years the company served		
Less than 3 years	6	11.5
3 -7 years	20	38.5
7-11 years	2	3.8
11 - 15 years	4	7.7
19 -23 years	7	13.5
23 -27 years	11	21.2
More than 27	2	3.8
Department of work		
Production	33	63.5
Engineering	13	25
Others	6	11.5
Type of emplacement		
Permanent	40	76.9
Casual	3	5.8
Fixed term	8	62.2
Contact	1	17.3
Overall satisfaction		
Highly dissatisfied	4	7.7

Dissatisfied	3	5.8
Satisfied	36	69.2
Highly satisfied	9	17.3

Source: Data Analysis

**Table 5: Correlation between employee motivation and influential factors**

Factor	Employee overall satisfaction and motivation	Significance (2 tailed)
Career growth	0.677**	.000
Recognition	0.722**	.000
Interpersonal relationship	0.729**	.000
Company policy & administration	0.699**	.000
Job security	0.740**	.000
Pay & benefits	0.919**	.000
Working conditions	0.650**	.000

Source: Data Analysis

**Table 6: Hypothesis analysis results for factors**

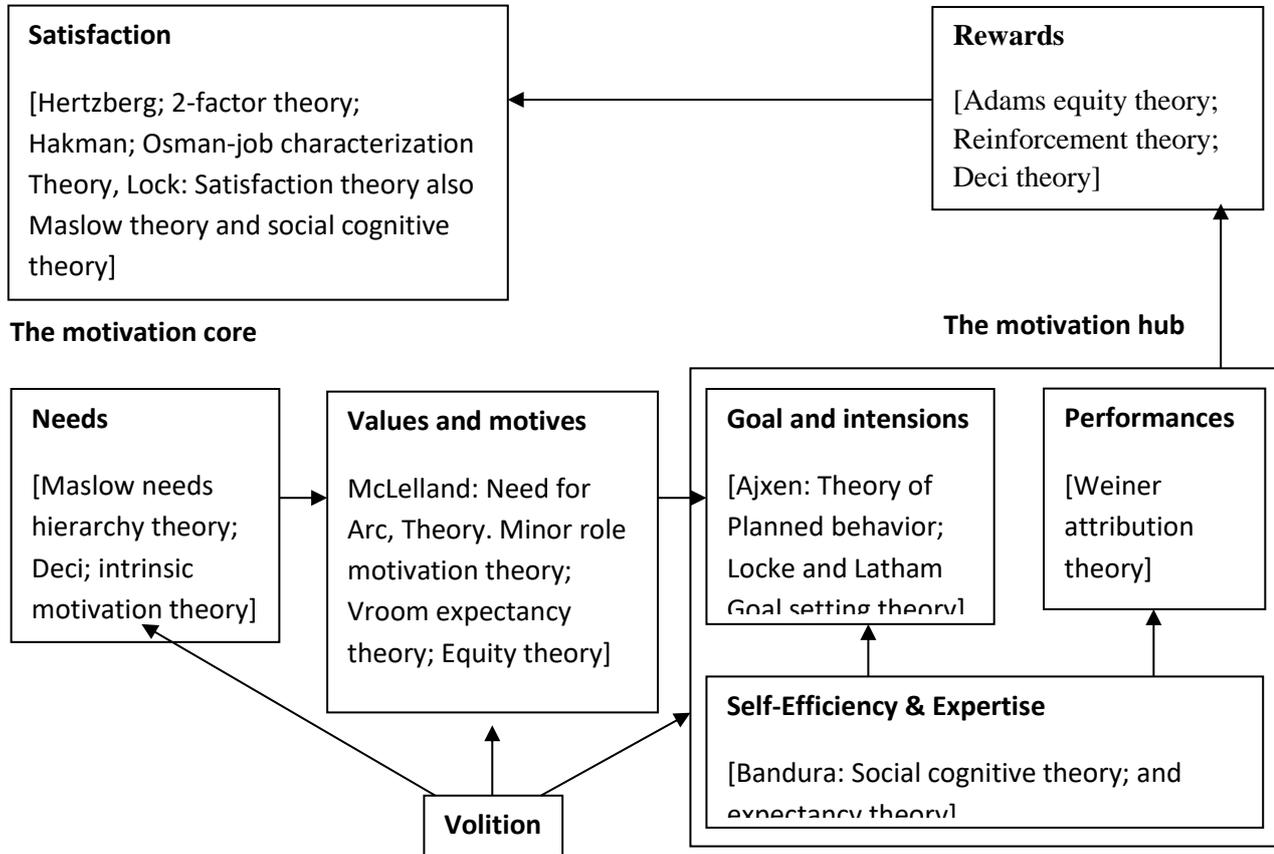
Factor	Hypothesis	Result
Career growth	H1 <sub>0</sub> – “Career Growth” does not have significant and positive influences on employee motivation in Ceramic tile manufacturing in Sri Lanka.  H1 <sub>1</sub> – “Career Growth” has significant and positive influences on employee motivation in Ceramic tile manufacturing in Sri Lanka.	H1 <sub>0</sub> is rejected and H1 <sub>1</sub> is accepted
Recognition	H2 <sub>0</sub> – “Recognition” does not have a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.  H2 <sub>1</sub> – “Recognition” has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.	H2 <sub>0</sub> is rejected and H2 <sub>1</sub> is accepted

<p>Interpersonal relationship</p>	<p>H3<sub>1</sub> - "Interpersonal Relationship" does not have a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.</p> <p>H3<sub>1</sub> - "Interpersonal Relationship" has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.</p>	<p>H3<sub>0</sub> is rejected and H3<sub>1</sub> is accepted</p>
<p>Company policy</p>	<p>H4<sub>0</sub> - "Company policy &amp; administration" does not have a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.</p> <p>H4<sub>1</sub> - "Company policy &amp; administration" has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.</p>	<p>H4<sub>0</sub> is rejected and H4<sub>1</sub> is accepted</p>
<p>Job security</p>	<p>H5<sub>0</sub> - "Job security" does not have a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.</p> <p>H5<sub>1</sub> - "Job security" has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.</p>	<p>H5<sub>0</sub> is rejected and H5<sub>1</sub> is accepted</p>
<p>Pay &amp; benefits</p>	<p>H6<sub>0</sub> - "Pay &amp; benefits" does not have a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.</p> <p>H6<sub>1</sub> - "Pay &amp; benefits" has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.</p>	<p>H6<sub>0</sub> is rejected and H6<sub>1</sub> is accepted</p>
<p>Working environment</p>	<p>H7<sub>1</sub> - "Working environment" does not have a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.</p> <p>H7<sub>1</sub> - "Working environment" has a significant and positive influence on employee motivation in Ceramic tile manufacturing in Sri Lanka.</p>	<p>H7<sub>0</sub> is rejected and H7<sub>1</sub> is accepted</p>

Source: Data Analysis

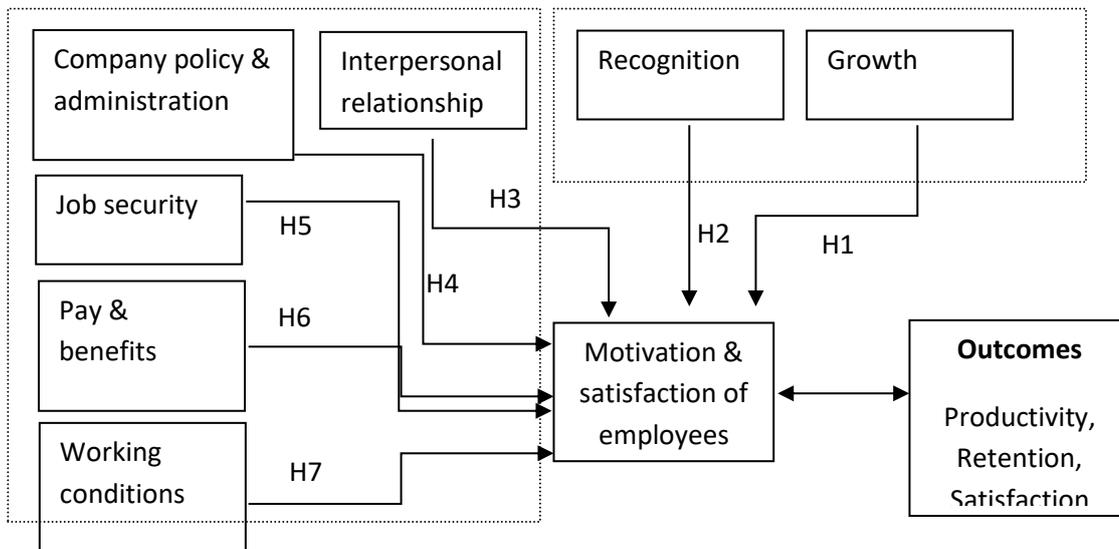
Figures

Figure 1: Related Work



Source: Locke (1991)

Figure2: Conceptual Framework of research variables and their relationships



Source: Author