

AN ANALYSIS OF INCENTIVE PROGRAMS AND MOTIVATIONAL STRATEGIES FOR EMPLOYEES AT PERAMBALUR SUGAR MILLS LIMITED

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Abstract

In the past, management primarily focused on optimizing the use of physical resources like raw materials and machinery. The emphasis was on tangible assets and operational processes, with success being gauged by productivity and profitability resulting from efficient management of these factors. However, in the modern, rapidly changing business landscape, human resources, represented by "Men" in the 5 M's of management have become the most critical element. This shift highlights the growing significance of people in steering organizations toward success.

Human resources are the backbone of any organization, be it in industry, agriculture, trade, commerce, politics, or government. In every domain, it is people who initiate action, make decisions, and ultimately experience the outcomes of their endeavors. They are both the drivers of productivity and the recipients of its benefits. This recognition has led modern management to place a greater emphasis on the human side of business. Today's management strategies seek to address complex issues related to employee motivation, job satisfaction, the role of individual personality within organizational culture, and relationships between groups within the organization.

A key challenge in managing people is the inherent variability in individual performance, even when employees are placed in similar circumstances.

Differences in personal attitudes, motivation levels, emotional intelligence, and external factors contribute to this variation. This challenge has prompted organizations to adopt more nuanced approaches to employee management, focusing on creating a conducive environment for individual and collective growth.

In conclusion, human resources are at the heart of modern management. By addressing their needs for motivation, satisfaction, and growth, organizations can harness their full potential, driving them toward the achievement of common goals and long-term success.

Keywords :- Incentives, Motivation, Facilities.

I. INTRODUCTION

In today's rapidly evolving and competitive business environment, motivation is increasingly recognized as a crucial element that influences job performance and organizational success. The performance of an individual is not only shaped by external factors like compensation or working conditions but is also deeply rooted in internal factors such as personal values, attitudes, habits, emotions, and beliefs. These internal factors form the core of a person's motivational process, affecting their commitment and performance in a job. At the same time, the organizational climate, or the work environment created by management, also plays a vital role. An organization's policies, leadership style,

communication practices, and overall culture influence employee motivation, shaping whether the organization fosters high or low performance.

As a result, modern managers are increasingly focused on creating an organizational climate that fosters job satisfaction and maintains employee motivation. This shift is crucial in ensuring that employees are not only productive but also remain engaged and committed to achieving the organization's goals. The transformation in human resource management reflects a deep understanding that people, rather than money, machines, or materials, are the driving force behind an organization's success. By recognizing and nurturing the potential of human resources, organizations can unlock new levels of performance and innovation.

II. The Central Role of Human Resources in Organizational Success

The success of any organization is fundamentally dependent on its people. No amount of technology, machinery, or capital can substitute for a motivated, skilled, and engaged workforce. Human factors—such as creativity, problem-solving ability, communication, and collaboration—are critical to the success of any venture, whether it is a business or manufacturing entity. Human beings are the ones who operate machines, create strategies, and execute processes. Without them, even the most advanced technologies and sophisticated methods would be ineffective. As such, people are both the means through which an organization functions and the ultimate goal of economic development.

An organization's reliance on human beings extends beyond operational tasks; employees are also central to achieving innovation, fostering a positive organizational culture, and driving economic growth. It is the ingenuity, dedication, and motivation of people that fuel progress. Modern organizations must, therefore, prioritize their human resources and invest in strategies that recognize the importance of people in achieving long-term goals.

A. Motivation and the Role of Incentives

Motivation arises from the interaction between an individual's internal needs and the external incentives they perceive in their environment. These needs, which may range from basic physiological requirements to higher-level aspirations such as self-fulfillment, drive behavior. Incentives, on the other hand, are external stimuli that provide individuals with a reason to act. They can be tangible, like monetary rewards, or intangible, such as recognition or a sense of achievement.

In understanding human motivation, incentives hold a central and significant role.. They are objects or situations that hold value for an individual and have the potential to activate and guide behavior. In some cases, incentives can trigger a specific motive that propels individuals toward particular actions. For example, an employee may be motivated to work harder if they believe that doing so will result in a promotion or recognition from their peers. Incentives can take various forms, both financial and non-financial. Financial incentives include salary increases, bonuses, or wage incentive schemes. These are often effective in the short term, especially when the immediate goal is to increase productivity.

However, non-financial incentives can be just as powerful, if not more so, in the long run. Recognition, job content, professional status, peer group approval, and opportunities for personal and professional growth are examples of non-financial incentives that can significantly enhance motivation.

Incentive motivation refers to the strategic use of these external rewards in alignment with an individual's internal state. Managers can influence behavior by offering incentives that align with employees' values and desires, thereby creating a motivating environment. The challenge, however, is that motivation is complex and individualized—what motivates one person may not necessarily motivate another. For example, while financial rewards may be motivating for some, others may prioritize recognition, opportunities for development, or work-life balance.

B. Motivation as a Psychological Trait

Motivation is not just about responding to external stimuli; it is also a psychological trait that influences an individual's level of commitment to a task or organization. It encompasses the factors that initiate and sustain behavior. Understanding these motivational drivers is a key aspect of effective management, as it allows leaders to influence employees' actions based on what drives them personally. Motivation is shaped by an individual's desires, needs, or motives, which in turn influence their behavior.

These driving forces can be internal (such as a desire for personal growth, a need for achievement, or a wish to be recognized) or external (such as a raise,

job security, or career advancement). Regardless of the source, motivation compels individuals to act and plays a significant role in how they pursue both personal and organizational goals. For example, an employee motivated by a desire for personal development may be willing to take on challenging projects or invest in learning new skills, while someone motivated by financial rewards may focus on meeting targets and increasing productivity.

C. Creating a Positive Work Environment

In today's increasingly competitive business landscape, a highly motivated workforce is essential for any organization seeking to achieve strong results. Motivation is not a static factor; it can be cultivated and sustained through a supportive and stimulating work environment. Managers and leaders must therefore focus on creating a positive work climate where employees feel valued, engaged, and supported.

Motivating employees involves more than just providing financial rewards; it requires an understanding of the diverse factors that drive individual behavior. By applying motivational theories, managers can design and maintain a work environment that promotes high performance. This may include offering opportunities for career advancement, providing recognition and feedback, and ensuring that employees feel a sense of purpose in their work. When employees are motivated, they are more likely to go above and beyond in their roles, contributing to higher levels of productivity, innovation, and overall organizational success.

Additionally, leaders must constantly evaluate and improve their motivational strategies to adapt to the changing needs of the workforce. This can involve conducting employee surveys, holding regular performance reviews, and implementing programs that promote work-life balance, professional development, and mental well-being. A motivated workforce is not only more productive but also more likely to remain loyal to the organization, reducing turnover and fostering long-term success.

D. The Art of Motivating People

The art of motivating people begins with a deep understanding of what drives individual behavior. Managers who are skilled at motivation know how to create the right conditions for employees to thrive. This involves not only providing the necessary resources and support but also recognizing the unique needs, goals, and desires of each employee. Motivation is not a one-size-fits-all approach; it requires a tailored strategy that takes into account the diverse personalities and preferences within the workforce.

To effectively motivate employees, managers must foster a sense of belonging and purpose, making employees feel that their contributions matter. Recognition, both formal and informal, plays a key role in this process. Whether it's through praise in front of peers, opportunities for professional growth, or simply acknowledging a job well done, recognition helps to reinforce positive behavior and keep employees motivated.

In conclusion, the success of any organization largely depends on its ability to motivate its people.

Understanding the complex nature of motivation and applying this knowledge in the workplace is essential for creating a high-performing and engaged workforce. By recognizing the importance of both intrinsic and extrinsic motivators and fostering a positive organizational climate, Managers can maximize their employees' potential, fostering success at both individual and organizational levels.

E. Indent of the study

1. The study seeks to examine the demographic and professional profiles of the company's employees.
2. Explore the incentives and motivational strategies implemented by the company.
3. Evaluate employees' perceptions and attitudes toward their roles and work environment.
4. Examine the overall working conditions and suggest improvements to enhance employee satisfaction.

III. STATEMENT OF THE PROBLEM:

Human resource practices today are increasingly centered around understanding and addressing the individual motivational aspects of employees. The modern workplace recognizes that employees are not just cogs in a machine but individuals with unique needs, aspirations, and potential. This shift has led to the adoption of the human capital approach, which views employees as the most valuable asset an organization possesses. Human capital refers to the skills, knowledge, experience, and creativity that employees bring to their roles, and effectively leveraging this capital is essential for organizational

success. The core philosophy behind this approach is the belief that a balanced reward system—one that includes both monetary and non-monetary incentives—can significantly enhance employee motivation, performance, and satisfaction.

Monetary rewards, such as salary, bonuses, and profit-sharing, are often seen as the primary motivators for employees. However, research shows that non-monetary incentives, such as recognition, career development opportunities, work-life balance, and a positive organizational culture, are equally important. Employees who feel valued and appreciated are more likely to be engaged, productive, and loyal to the organization. Therefore, a comprehensive reward system that addresses both financial and emotional needs is key to ensuring that employees are motivated to perform at their best.

Organizations, by nature, are complex systems where numerous interpersonal interactions take place daily. These interactions are influenced by the organization's structure (how roles and responsibilities are defined), technology (the tools and systems used to complete tasks), tasks (the work that needs to be done), and, most importantly, the people involved. The success of an organization depends not only on the efficiency of its processes but also on the quality of the interactions between its employees. Human motivation and incentives play a critical role in shaping these interactions, as they directly impact individual behavior and, by extension, organizational outcomes.

Motivation is the driving force that compels employees to engage in certain behaviors, while incentives act as stimuli that guide and reinforce these behaviors. A motivated workforce is more likely to collaborate effectively, solve problems

creatively, and adapt to changes in the organization.

On the other hand, a lack of motivation can lead to disengagement, low productivity, and even turnover. Therefore, understanding what motivates employees and providing the right mix of incentives is crucial for fostering a productive and harmonious work environment.

The study of motivation and incentives has become a key area of focus in human resource management, as it offers valuable insights into how organizations can improve employee performance and satisfaction. This study has been undertaken to explore the impact of motivation and incentives on employees' overall performance, job satisfaction, and organizational commitment. By examining the relationship between motivation, incentives, and performance, organizations can develop more effective HR strategies that not only enhance productivity but also contribute to employee well-being and retention.

Understanding the specific motivational drivers of employees is essential for tailoring reward systems that meet their needs. For some employees, financial incentives may be the primary motivator, while others may place more value on opportunities for career advancement, recognition, or work-life balance. Additionally, the nature of the work itself plays a significant role in motivation. Employees who find their work meaningful and aligned with their personal values are more likely to be motivated to excel.

A critical outcome of this study is the recognition that a one-size-fits-all approach to motivation and incentives is unlikely to be effective. Employees are diverse, and their motivations vary based on factors such as age, career stage, personal circumstances, and professional goals. Therefore, organizations must

adopt a flexible and personalized approach to motivation, ensuring that incentives are aligned with the unique needs and preferences of their workforce.

IV. COMPANY PROFILE

Perambalur Sugar Mills Ltd, a subsidiary of Tamilnadu Sugar Corporation Ltd, is situated in Eraiyur Village, approximately 20 km from Perambalur on the Trichy–Chennai National Highway. Spanning 133 acres, the mill operates as an agro-based industry, with sugarcane as its primary raw material. Crushing operations take place for about six months annually, while the remaining period is allocated for machinery maintenance and overhauling. The factory began its first crushing season in 1977-78 with an initial capacity of 1,250 tonnes of cane per day (TCD).

During the 1980s, the mill's capacity was increased from 1,250 TCD to 3,000 TCD, with the upgraded operations starting on November 6, 1990. The loans acquired for this expansion have since been fully repaid.

V. Operational Areas of the Mill:

Taluk: Perambalur | District: Perambalur

Taluk: Veppanthattai | District: Perambalur

Taluk: Kunnam | District: Perambalur

Taluk: Senthurai | District: Ariyalur

Taluks: Athur, Thalaivasal, Gangavalli | District: Salem

Villages: 52 villages in Kallakurichi | District: Villupuram

TABLE:4.1
AGE OF THE CONTRIBUTORS

S. No.	Age	Number of Individuals surveyed	Percentage (%)
1	Below 21 – 30	10	20
2	31 – 40	05	10
3	41 – 50	22	44
4	Above 50	13	26
OVERALL		50	100

First hand account

RESULT:

The data reveals that the majority of responses, 44%, were from individuals in the 41-50 age group, while 10% of responses came from those in the 31-40 age group.

TABLE: 4.2

SEX WISE CLASSIFICATION

S. No.	Sex	Number of Individuals surveyed	Percentage (%)
1	Men	49	98
2	Women	01	02
OVERALL		50	100

First hand account

RESULT:

The presented data demonstrates that 98% of the responses were from men's, while only 2% were from woman's, emphasizing that the majority of contributors were male.

TABLE:4.3

MARITAL STATUSES OF THE CONTRIBUTORS

S. No.	Marital Status	Number of Individuals surveyed	Percentage (%)
1	Married	45	90
2	Unmarried	05	10
OVERALL		50	100

First hand account

RESULT:

The results reveal that 90% of the responses were from married individuals, while 10% were from unmarried individuals.

TABLE: 4.4

EDUCATIONAL QUALIFICATIONS

S. No.	Educational Qualification	Number of Individuals surveyed	Percentage (%)
1	Post Graduate	12	24
2	Graduate	08	16
3	Diploma	17	34
4	ITI	10	20
5	Up to +2	03	06
OVERALL		50	100

First hand account

RESULT:

The table highlights that 34% of the responses were from individuals with a diploma qualification, while 6% were from those with education up to +2.

TABLE: 4.5

EXPERIENCE OF THE CONTRIBUTORS

S. No.	Experience	Number of Individuals surveyed	Percentage (%)
1	Below 5 Years	05	10
2	5 – 10 Years	05	10
3	10 – 15 Years	10	20
4	15 – 20 Years	15	30
5	Above 20 Years	15	30
OVERALL		50	100

First hand account

RESULT:

The table illustrates that 30% of the contributors had more than 20 years of experience, while 10% had less than 5 years of experience.

TABLE:4.6

INCOME LEVELS OF CONTRIBUTORS

S. No.	Income Level	Number of Individuals surveyed	Percentage (%)
1	Below 5000	10	20
2	5000 - 10000	15	30
3	10000 - 15000	15	30
4	15000 & Above	10	20
OVERALL		50	100

First hand account

RESULT:

The table demonstrates that 30% of the contributors earned a salary between 10,000-15,000, while 20% earned below 5,000.

TABLE:4.7
EMPLOYEE SATISFACTION AND PERCEPTION OF FRINGE BENEFITS

S. No.	Degree of Completion	Number of Individuals surveyed	Percentage (%)
1	Completely Accept		
2	Somewhat Accept	10	20
3	Completely Reject	16	32
4	Somewhat Reject	14	28
	Reject	10	20
OVERALL		50	100

First hand account

RESULT:

The table indicates that 52% of contributors Accept that the organization provides satisfactory fringe benefits, while 20% completely Reject.

TABLE: 4.8
VIEWS ON PROMOTION PROSPECTS

S. No.	Degree of Completion	Number of employees	Percentage (%)
1	Completely Accept	03	06
2	Somewhat Accept	16	32
3	Completely Reject	11	22
4	Somewhat Reject	20	40

Reject		
Completely		
Reject		
OVERALL	50	100

First hand account

RESULT:

The table indicates that 40% of contributors completely accept with the promotion opportunities, while 22% express somewhat rejected.

TABLE: 4.9
PERCEPTIONS OF MANAGEMENT'S SUPPORT FOR EMPLOYEE ENCOURAGEMENT

S. No.	Degree of Completion	Number of employees	Percentage (%)
1	Completely Accept		
2	Somewhat Accept	06	12
3	Completely Reject	19	38
4	Somewhat Reject	13	26
	Reject	12	16
OVERALL		50	100

First hand account

RESULT:

The table indicates that 50% of contributors somewhat accept that management encourages employees, while 16% completely reject.

TABLE: 4. 10
ATTITUDES TOWARDS ADEQUATE VENTILATION AND LIGHTING FACILITIES

S. No.	Degree of Completion	Number of employees	Percentage (%)
1	Completely Accept		
2	Somewhat Accept	08	16
3	Accept	34	68
4	Somewhat Reject	04	08
	Completely Reject		
OVERALL		50	100

First hand account

RESULT:

The table indicates that 84% of contributors accept that the organization provides adequate ventilation and lighting facilities, while 8% completely reject.

TABLE: 4. 11

FEEDBACK ON INCENTIVES AND WAGE PAYMENT

S. No.	Degree of Completion	Number of employees	Percentage (%)
1	Completely Accept		
2	Somewhat Accept	10	20
3	Accept	10	20
4	Somewhat Reject	24	48
	Completely Reject	06	12
OVERALL		50	100

First hand account

RESULT:

The table above clearly indicates that 48% of contributors Reject regarding incentives and wage

payments, while 40% of contributors fall within the acceptance range.

TABLE: 4. 12

JOB SECURITY SATISFACTION LEVEL

S. No.	Degree of Completion	Number of employees	Percentage (%)
1	Completely Accept		
2	Somewhat Accept	09	18
3	Accept	10	20
4	Somewhat Reject	15	30
	Completely Reject	16	32
OVERALL		50	100

First hand account

RESULT:

The table above shows that 38% of contributors strongly accept with the level of satisfaction regarding job security, while 30% of contributors reject with it.

TABLE: 4.13

CANTEEN FACILITIES CONTENTMENT LEVEL

S. No.	Degree of Completion	Number of employees	Percentage (%)
1	Completely Accept		
2	Somewhat Accept	10	20
3	Accept	26	52
4	Somewhat Reject	10	20
	Completely Reject	04	08

	Reject		
OVERALL		50	100

First hand account

RESULT

The table above clearly shows that 72% of contributors Accept with the canteen facilities, while 8% of contributors strongly reject with them.

TABLE: 4.15
DEGREE OF COMFORT WITH LATRINE AND URINAL FACILITIES

S. No.	Degree of Completion	Number of employees	Percentage (%)
	Completely Accept		
1	Somewhat	10	20
2	Accept	16	32
3	Somewhat	14	28
4	Reject	10	20
	Completely Reject		
OVERALL		50	100

First hand account

RESULT:

The above table clearly result that most of the 52% contributors are strongly accept that the latrine urinal facilities and 20% contributors were between the strongly reject the latrine urinal facilities.

TABLE:4. 16
CONSUMABLE WATER

S.	Degree of	Number of	Percentag
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No.	Completion	employees	e (%)
	Completely		
1	Accept	16	32
2	Somewhat Accept	16	32
3	Somewhat Reject	13	26
4	Completely Reject	05	10
OVERALL		50	100

First hand account

RESULT:

The table above clearly indicates that 64% of contributors accept with the consumable water facilities, while 10% of contributors completely reject with them.

TABLE: 4. 17
COMFORT LEVEL WITH ACCOMMODATION AND RESTING AREAS

S. No.	Degree of Completion	Number of employees	Percentage (%)
	Completely Accept		
1	Somewhat	10	20
2	Accept	16	32
3	Somewhat	06	12
4	Reject	18	36
	Completely Reject		
OVERALL		50	100

First hand account

RESULT:

The table above clearly indicates that 52% of contributors accept with the accommodation and resting areas, while 12% of contributors somewhat reject with them.

TABLE: 4. 18
EMERGENCY MEDICAL KIT

S. No.	Degree of Completion	Number of employees	Percentage (%)
1	Completely Accept	08	16
2	Somewhat Accept	13	26
3	Somewhat Reject	17	34
4	Completely Reject	12	24
OVERALL		50	100

First hand account

RESULT:

The table above clearly indicates that 42% of contributors Accept with the medical kit facility, while 24% of contributors completely Reject with it.

TABLE: 4.19
SUPERANNUATION BENEFITS

S. No.	Degree of Completion	Number of employees	Percentage (%)
1	Completely Accept	14	28
2	Somewhat Accept	08	16
3	Somewhat Reject	10	20
4	Completely Reject	18	36

Reject Completely		
Reject		
OVERALL	50	100

First hand account

RESULT:

The table above clearly suggests that 44% of contributors accept with the superannuation benefits, while 20% of contributors somewhat reject with them.

TABLE: 4.20
PERCEPTIONS OF THE FACTORY AS A GOOD PLACE TO WORK

S. No.	Degree of Completion	Number of employees	Percentage (%)
1	Completely Accept	08	16
2	Somewhat Accept	22	44
3	Somewhat Reject	12	24
4	Completely Reject	08	16
OVERALL		50	100

First hand account

RESULT:

The table above clearly suggests that 60% of contributors accept that the factory is a good place to work, while 16% of contributors completely reject with this statement

TABLE: 4. 21
VIEWS ON THE WORKPLACE SETTING

S.	Degree of	Number of	Percentag
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No.	Completion	employees	e (%)
1	Completely Accept		
2	Somewhat	06	12
3	Accept	24	48
4	Somewhat	14	28
	Reject	06	12
	Completely Reject		
OVERALL		50	100

First hand account

RESULT:

The table above clearly suggests that 60% of contributors accept with the workplace settings, while 12% of contributors completely reject with it.

VI. FINDING, SUGGESTION AND CONCLUSION

FINDINGS:

- ☐ The majority of contributors (44%) fall within the age group of 41-50 years.
- ☐ Most contributors (98%) are male.
- ☐ A significant portion of contributors (90%) are married.
- ☐ The majority (34%) of contributors have an educational qualification of a diploma.

large portion (30%) of contributors have over 20 years of work experience.

Most contributors (30%) earn a salary in the range of ₹10,000-₹15,000.

The majority (52%) of contributors Accept that the organization provides sufficient fringe benefits.

A significant number of contributors (40%) strongly accept with the availability of promotion opportunities.

Half of the contributors (50%) accept that management encourages employee opinions.

A large majority (84%) accept that adequate ventilation and lighting facilities are available.

A significant portion (48%) of contributors reject with the payment of incentives and wages.

Most contributors (38%) strongly Accept with the level of satisfaction regarding job security.

The majority (72%) of contributors are satisfied with the canteen facilities.

Over half (52%) of contributors accept that latrine and urinal facilities are adequate.

A majority (64%) accept that consumable water facilities are sufficient.

More than half (52%) accept with the availability of accommodation and resting areas.

☐ A significant portion (42%) of contributors accept that medical kit facilities are adequate.

☐ Most contributors (44%) accept with the superannuation benefits provided.

☐ The majority (60%) acknowledge that the factory is a reasonably good place to work.

☐ Most contributors (60%) approve that they like the workplace settings.

VII. Recommendations derived from the research

The company can strengthen communication between management and employees by making policies and administrative procedures more transparent and accessible. By promoting open communication, employees will feel recognized and respected, which will make them more open to accepting changes that drive organizational advancement. This transparency not only empowers workers but also cultivates trust

and commitment, which are vital for navigating transitions within the company.

To improve workers' social status, the organization can implement a range of fringe benefits that contribute to their overall well-being. These benefits could include paid holidays, sick leave, educational allowances, washing allowances, and night shift allowances. By providing these perks, the organization not only enhances workers' quality of life but also demonstrates a commitment to their personal and professional growth, which can elevate their status both within the company and in the community.

Supervisors play a crucial role in shaping workplace culture. By improving their interpersonal relationships with workers through appreciation and recognition, supervisors can create a more positive work environment. When employees feel that their contributions are acknowledged, it boosts their morale and encourages a culture of collaboration and respect. Simple gestures of praise and acknowledgment can go a long way in fostering loyalty and motivation among staff.

The organization should also take proactive steps to support workers in enhancing their educational qualifications. By encouraging and providing financial assistance for higher education, the company can empower interested employees to pursue their academic goals. This investment in their education not only enhances their skills and knowledge but also contributes to higher levels of morale, loyalty, and motivation. When workers see that the organization is invested in their personal growth, they are more likely to reciprocate with increased dedication and commitment.

VIII. Conclusion

In conclusion, motivation is a fundamental aspect of any successful business organization. For managers, maintaining healthy relationships with subordinates is essential for achieving collective goals. The study's findings clearly show that the majority of workers are highly motivated to contribute to the organization's goals.

The existing hygiene factors—such as company policies, effective technical supervision, and strong interpersonal relationships with supervisors, peers, and subordinates—are highly satisfactory among employees. However, the organization must address areas needing improvement including factors such as compensation, job stability, work-life harmony, and employee position. By enhancing these factors, the organization can further bolster employee satisfaction and commitment.

Moreover, the motivating factors currently in place—such as opportunities for achievement, recognition, advancement, meaningful work, and personal growth—are performing exceptionally well. These elements are critical in motivating workers to strive toward the common goals of the organization. By continuing to focus on and improve these factors, the organization can cultivate a motivated and engaged workforce, ultimately driving success and growth.

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