DISSERTATION

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HUMAN RESOURCE MANAGEMENT AND EMPLOYEE MOTIVATION

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Declaration Form.

I, Jasmine Kaur Parmar, declare that this dissertation has been composed by myself, that the work contained herein is entirely my own except where explicitly stated otherwise in the text, and that this work has not been submitted for any other degree or qualification, in whole or in part, except as specified.

Signature: JASMINE KAUR PARMAR

Date: 17-06-2024

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Abstract

The purpose of the research is to find out how well human resource management practices motivate and reward employees to work more and produce more. The literature review stated that Human resource management strategies aim to create a work environment where workers feel supported, have a good outlook, and work hard to accomplish company objectives. Effective human resource management strategies have a significant impact on staff inspiration. When people are valued, supported, and given chances to improve, they are more likely to give their all. Researchers use quantitative methods to collect data that is presented in numerical form, which is then analyzed statistically to draw findings with a high degree of statistical value. To answer the research question, the study compiles information from two sources: primary sources and secondary sources. The findings of the study stated that a company's capacity to inspire its workers is critical to its success. Employees perform more than expected when they know their efforts are recognized. One way to improve enthusiasm at the place of employment is to provide opportunities for career development and education. When companies help their employees develop their skills, they foster an atmosphere where employees are actively involved in their jobs and where improvements are always being made. Inspiring workers is critical for a company's long-term success, according to the study's conclusions. Through the implementation of long-term HRM initiatives, organizations may create a work atmosphere that values, supports, and motivates people. Employees are more engaged, productive, and creative as a result, which is great for the company's bottom line in the future.

Keywords: HRM, Employee Motivation, WFH, work-life balance, Training, Incentives, Compensation, Diversity and Inclusion

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Chapter- 1 Introduction

1.1 Research Background

Human resource management is a continuous process that aims always to have an organisation that is appropriately staffed and rewarded. The company carries out all HR operations internally. The HR Manager directs line employees throughout the company. These are the basic phases of HRM: planning, advertising, interviewing, hiring, onboarding, training, encouraging, conveying, reviewing, and rewarding (both directly and indirectly through perks and mentorship). Motivation can encourage employees to contribute to the organisation's golals and objectives (Ozkeser, 2019). According to Krunthi et al. (2023), this is a much-discussed topic within the modern business environment, where every organisation aims to make the most of its financial assets. The company's success motivates and encourages staff members to give their utmost effort. With this, a corporation can achieve its objectives faster, more quickly, and more effectively.

These days, modern operational organisations cannot be functional without sustainable HRM practices. As such, companies need to get the most out of their employees if they wish to survive and thrive in today's increasingly competitive job market (Kranthi et al., 2023).

Sustainable HRM practice can be calculated or measured as Performance = Capability x Motivation

It will be highlighted that "dedicated and emotive concerns regarding the leadership's overall competency" when an organisation does not adopt that step. It may be due to PM and assessment system failures. In contrast, the concept of "an employee's performance management," in the domain of HRM originated in the United States. It has significantly contributed to the proliferation of management-oriented practices alongside performance assessment (PA) systems throughout the continent of Europe, and later in developing nations as well (Mansaray et al., 2019).

1.2 Research Aim and Objectives

The study aims to assess the effectiveness of human resource management strategies in inspiring and rewarding workers to achieve higher levels of output. Furthermore, it will strive to establish a diverse culture that may favourably complement its drive and assist people in feeling secure in their positions. Human resources have a critical role in assisting in boosting enthusiasm and

morale among workers. Providing transparent incentive systems, growth plans, and advancement pathways is a tried-and-true method of encouraging workers for the long run, which is a benefit that any business desires.

1.3 Research Objectives

- To study the concept of human resource management in the context of employee motivation.
- To assess the effective employee motivation process of modern organisations that results in positive outcomes.
- To investigate the degree of the relationship between diversity, inclusion and employee motivation.
- To analyse the use of HRM for providing compensation benefits to employees.
- To determine how Work from work-from-home process initiative helps in getting work-life balance for employees in association with their motivation.

1.4 Research Hypothesis

H1: Effective training is positively associated with employee motivation.

H2: Diversity and inclusion are positively correlated with employee motivation.

H3: Performance-related compensation has a positive connection with employee motivation.

H4: Human resource management practices have a positive impact on employee motivation.

H5: Work from home is positively linked with work-life balance, which in turn affects employee motivation**.**

1.5 Significance of the Study

Economic, psychological, and human resources research characterizes motivation as an element that influences people's behaviour. As such, there are both internal and external factors that can motivate a person to behave in a particular way. In human resource management, employee motivation is critical to the company's success. A company can inspire its employees to put in more effort and participate in achieving its goals. In this respect, HRM can improve the efficiency and effectiveness of the company's workforce. The level of worker productivity is contingent upon a combination of opportunity, motivation, and capability. This implies HR managers develop

employee skills, motivation, and opportunities to maximize employee productivity. Overall, both external and internal incentives motivate employees to perform their jobs well (Mansaray, 2019).

The study by Mansaray (2019) further stressed that HR managers optimise employee motivation. HR managers are responsible for developing positions, executing processes, managing operations, and establishing a workplace environment that inspires employees to perform at their highest level for the company. Human resources executives should understand how financial incentives, recognition, job happiness, and success motivate employees and unleash their voluntary efforts.

1.6 Research Methodology

This research is associated with using primary data about the research topic, “the role of human resource managers in improving motivation among employees." In this respect, the research follows the influence method by applying a positivist approach in an exploratory way. The research process will involve selecting or taking a sample of 50 human resource managers for the survey. The sample contains human resource managers from various industries, including hospitality and other businesses. The sample will be asked questions based on the research's predetermined questions or objectives. This will allow the research to be more specific by incorporating key concepts and theories to extract the same information from the sample.

The survey will be incentivised by applying deductive methods that support the objective extraction of the data or information based on general and specific theories. It means that their views about employee motivation and other general theories in the field of human resources will be assessed to ascertain their relationship. The research will also conform to secondary data usage by analysing the publications that have been published on the research topic chosen.

In respect of the ethical conditions, there is little instance or chance of generalizability in the research due to the involvement of primary and secondary data. The use of SPSS analysis further supports this enrichment. Overall, the research adheres to an integrated approach of different tools, techniques, and methods that assure data security and participant anonymity throughout its execution.

1.7 Research Limitations

This research will be inclusive of different research methods that involve varied techniques and processes to acquire information. For instance, access to the information in the primary source

would require confirming the availability of the selected sample, which might have negative implications for materials supporting their existence. If they are absent, it may result in higher costs. Furthermore, sample selection poses risks to the retention of information due to a systematic lack of information or a scarcity of information related to diverse perspectives and the turnover of the employee's motivation. It highlights the necessary paucity of the sample due to the limited approach of the human resource managers to the current theories of HRM. The combined research methods might not lead to as good of results if they are not used correctly, according to the theory that was chosen for the research situation or the issues that come up with the sample's knowledge.

1.8 Research Structure

1. The very first chapter is the introduction to the dissertation. It gives a critical view of the research problem through an analysis of the previous research and highlights the need for further resolution of the problems found. It outlines the main aim, objectives, and hypothesis to be answered using the introduction section of the research information.
2. In the literature analysis section, multiple perspectives were offered within the research project title to gain new insights. This section analyses undisclosed research facts and topics.
3. This research includes a methodology section that describes data collection and analysis via numerous approaches, techniques, and processes. The study emphasizes primary data collection via a survey questionnaire to obtain and evaluate useful insights.
4. In the last section of this research, a critical summary conclusion, and literary gap have been identified.

2. Chapter -2 , Literature Review

2.1 Explanation of Key Terms

- **HRM**: Human resource management aims to help businesses achieve their objectives by planning, executing, and controlling the activities of their staff. As part of this process, the company will find, hire, train, pay, preserve, and inspire its staff (Al-kharabsheh et al., 2022). Managing people with a focus on them as resources of the company is what human resource management is all about.
- **Employee motivation:** Motivation at the workplace refers to the enthusiasm, focus, and creativity that workers bring to their jobs each day. Keeping employees motivated and inspiring them to do their best job is a crucial but challenging goal for numerous organizations to achieve, especially because every job is engaging (Hemakumara, 2020).
- **Training:** When a business consistently invests in its workers' education and growth, it refers to the development and training of staff members. Businesses use a variety of training courses and approaches to instruct and grow their staff (Ozkeser, 2019).
- **Performance-related compensation**: Motivating people to go above and beyond the call of duty is the goal of performance-based remuneration. Incentives after the financial year were the most common kind of performance-oriented remuneration, however, incentives at any point in the calendar are also an option (Hemakumara, 2020).
- **Diversity and inclusion:** To have an environment that is inclusive and diverse, each worker, irrespective of their background or position, ought to experience welcome and value in every aspect of the company's operations. An inclusive and varied workforce is a reflection of the community where a company works. This is the hallmark of a diverse and inclusive corporation (Adams et al., 2020).
- **Compensation**: A method of systematically rewarding workers monetarily for their efforts is known as remuneration. Compensation has the potential to improve hiring, effectiveness, and happiness on the work, among other outcomes (Muktamar et al., 2023).
- **Work from home**: A contemporary alternative to traditional workplace arrangements in which workers carry out their duties without physically being present at a central location. It helps workers have a better work-life balance is economical for businesses, and gives bosses more freedom (Tejero et al., 2021).

- **Work-life balance**: A person has achieved a work-life balance when they have become capable of meeting the needs of both their professional life as well as their personal life with the same energy (Ferdous et al., 2023). Everyone wants a better work-life balance, although that's easier said than done.
- **Effective training:** Training that is effective involves instruction that is intelligent, data-driven, and adaptable. The efficacy of a lesson may be defined as the degree to which it improves trainees' competence, understanding, and output (Blanchard and Thacker, 2023).
- **Human resource practices:** Human resource guidelines include HR's tactical initiatives. They must be in sync with the upper management's business strategy and serve as the basis and guidelines for handling the employees of the organization (Margherita and Bua, 2021).

2.2 Introduction

Human resource management practices that affect employee motivation and associated frameworks are examined in depth in the literature study. A critical evaluation of scholarly articles, books, and websites that address and elaborate on thoughts and ideas relevant to the study's aims and results is included in the literature review portion of the scientific assessment.

2.3 The Phenomenon of Human Resource Management

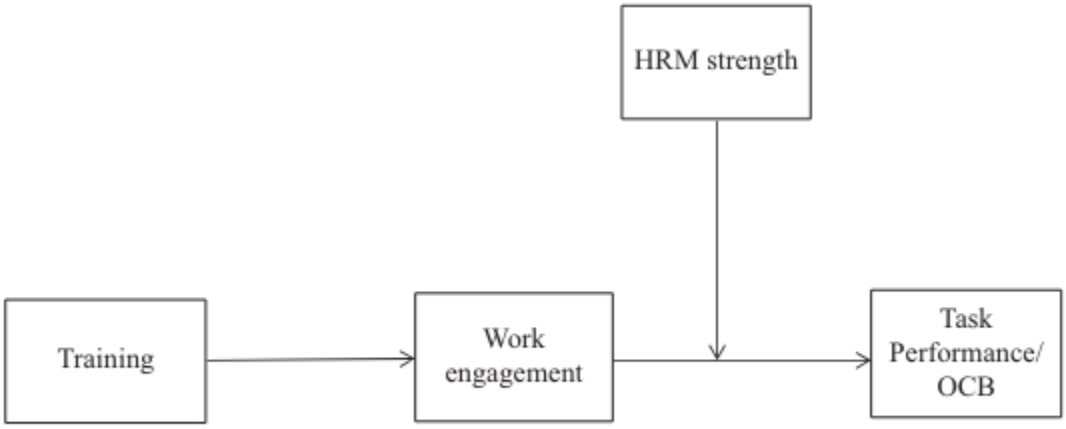

Figure 1: HRM and its Components

(Source: Guan & Frenkel, 2019)

From a social exchange perspective, Guan & Frenkel (2019) noted that when a company invests in its employees through training, those workers become more invested in their profession and do a better job overall. Training perceptions have an indirect effect on workplace performance because they set in motion motivational processes that channel efforts toward achieving goals. In particular, when companies put money into training, workers will see it as a sign that they care about their careers in the long run, which will encourage them to put in extra effort for their benefit. Human resource management connects workers with the business's goals. Workers are seen as significant assets that may contribute to the business's performance under this approach, which is also called human capital management. A key component of human resource management is technology for human resources. The term refers to the practice of streamlining human resources tasks, including time monitoring, benefit administration, and recruitment, by the use of technology and programs (Cherif, 2020).

The relationship between management and human resources is measured in the study (Omar, 2019). Management of human resources is formulating plans and guidelines about employees in a way that advances the company's objectives and goals. Promoting a work environment that encourages people to give their all and lives by the company's fundamental principles is essential to achieving this goal (Omar, 2019). Initiatives to enhance workplace productivity and employer-employee interactions are often the purview of human resources specialists. Human resource management (HRM) is the business function responsible for handling issues about the organization's or the business's employees. This includes hiring new staff, providing workers with the necessary training, guaranteeing their salary, and supporting their career advancement (Aburumman et al., 2023).

The Human Resources section is responsible for managing the business's workforce, including hiring new employees, providing ongoing education and development, evaluating their performance, processing payroll, and determining their compensation and benefits. Transformations in organizations and relations with workers are additionally covered (Kranthi et al., 2023). They need to keep the employees happy, competent and organized if the business is to succeed.

2.3.1 Effective training is positively associated with employee motivation.

Most research in this area shows that ***training has a positive correlation with employee motivation***. Ozkeser (2019) determines in their study that staff training is a strategy for educating workers in a way that helps them acquire the expertise necessary to advance in their current positions and the company as a whole. Such skills may pertain to leadership, the workplace, or technology. Investing in employee development is a quick fix that mainly aims to boost the company's output, whether it is goods or services. Thinking about the effects of technological change makes the requirement to train employees. Training is necessary to remain relevant, particularly for positions where infrequent education has been believed to be enough (Kudaibergenov et al., 2024). Worker training has several advantages, including enhancing business culture, raising efficiency, and empowering both people and companies.

A more enthusiastic and productive workforce is the result of workers who are enthusiastic about their jobs and the services they provide. What makes a person run at the job is their level of self-motivation. For others, it is the important thing that motivates them to face the day with eagerness

and enthusiasm for their job. Workers become more invested, innovative, and efficient whenever they feel inspired to do their best work. New hires acquire job-specific knowledge and abilities via on-the-job training. This is a kind of training that emphasizes doing things rather than just talking about them, usually with the help of an instructor or teacher in a controlled or real-world setting. Whenever used in conjunction with off-the-job training approaches, as part of an educational requirement examination, or as a standalone strategy, on-the-job training expedites the acquisition of corporate procedures and instruments. "Off-the-job training" means that the person is not physically present at their workplace while they are receiving instruction. With the help of such education, workers may acquire the information, understanding, and conduct essential to their jobs. By eliminating diversionary operations, this training method fosters a fresh approach to professional growth. For companies that care about their workers' professional growth, off-the-job training is a vital resource. To fulfil the unique requirements of both the company and its workers, it provides a range of educational techniques. It can be measured that the training is positive for employee motivation because any company's success depends on its ability to motivate its employees. Workers' engagement, productivity, and dedication to the job all increase when they feel driven to do so. Incentives for professional growth and learning are a great approach to boosting morale in the workplace (Hemakumara, 2020).Companies may encourage a growth mindset and a feeling of personal engagement in workers' work by giving them opportunities to learn and advance in their careers. Establishing a learning environment, giving mentoring services, promoting cross-training, delivering evaluation and acknowledgement, and proposing education opportunities are the five tactics that increase staff inspiration via training and growth (Mansaray, 2019).

For future study, HR leadership's programs for learning and growth are important, as well as the subsequent suggestion made in the study of Ozkeser (2019) i.e., constant professional growth and academic programming can help them better comprehend the role of learning experiences in boosting their drive to succeed. In combination with establishing a solid foundation for the company, adapting to the ever-shifting business climate is essential to any company's success. An organization's "Human Development" or "Learning" division is essential for the development and execution of effective educational initiatives across all business units. It is also important for supervisors to give trainees their full attention. In addition to focusing on the job at hand, it ought to assist the person to grow professionally. Therefore, there will be an uptick in staff dedication

and output. Assessment research regarding effectiveness should get more focus. When workers and HR managers can communicate more effectively, requirements and desires in terms of education may be better understood. Those in charge of interpersonal departments understand the significance of inspiration and have developed an approach that includes financial inspirational devices, humanistic inspirational instruments, organizational-managerial inspirational devices, and employment possibilities. As a last point, the structure needs the ideas of value, fairness, and confidence to be successful. (Ozkeser ,2019)

2.3.2 Diversity and inclusion are positively correlated with employee motivation.

Most research in this area shows that diversity and inclusion impact positively on employee motivation. Maslach and Leiter (2022) find out in the study that companies that actively seek to help various categories of people—including those who vary in colour, ethnicity, religion, ability, age, and sexual orientation—share the principles of inclusiveness, equality, and diversity. There has been a recent increase in the number of initiatives aimed at increasing diversity and inclusion among employees. When companies hire people from a variety of experiences and with different points of view, they increase inclusion in the working environment (Chaudhry et al., 2021). When people from different backgrounds work together in an inclusive environment, it's because they all feel like they belong. To build an inclusive firm, it is important to support all workers and acknowledge their unique abilities.

Employees, resources, and company culture are the three pillars upon which inclusiveness at work rests. Involved workers may assist address business problems by offering different viewpoints. New expectations for effective leadership have emerged in response to the modern more diverse economy (Adams et al., 2020). Today's managers have the difficult task of fostering inclusive settings where employees representing every aspect of life may collaborate, share ideas, and find purpose in their jobs. Making ensure that everyone feels welcome is critical for companies handling a diverse staff.

It can be measured from the above empirical relationship analysis of ***diversity, inclusiveness and employee motivation*** that managers in modern firms are under pressure to promote inclusiveness and eliminate prejudice due to the varied workforce. It is possible to accomplish this goal via motivation that is genuine, considerate, and collaborative (Adams et al., 2020).The purpose of this

research was primarily two-fold: first, to investigate whether or not employee motivation can reduce biases and increase inclusiveness in a workplace setting; and second, to establish whether there is any correlation between these factors and happiness within the Dutch, German, Icelandic, Indonesia, as well as South Carolina African settings. To accomplish such objectives, several cross-sectional investigations were carried out. In the first investigation, 569 workers had been questioned, and the findings demonstrated that every single kind of motivation had one thing in common: effective supervision (Adams et al., 2020). This element was favourably linked to inclusiveness and diversity. Study 2 polled 1,926 workers from all five nations. A favourable correlation between inclusiveness and racism and diversity, a beneficial management component was seen in the findings yet again. Leading with optimism was associated with higher levels of well-being, and inclusiveness looked to mediate this association more effectively than exclusion. Training for managers that promotes healthy management behaviours is what experts advise for the sake of teamwork and worker fulfilment in today's more varied workplaces.

It can be concluded from the above relationship of diversity, inclusiveness and employee motivation that each of the constructive management concepts contributes to a more inclusive work environment with less prejudice, and their supervisors embody these traits. Whenever supervisors are responsible, they must be performance monitored and rewarded for good results. Following up on the discovery that inclusiveness had a stronger positive correlation with worker happiness than unfair treatment, they argue that companies should not rest on their achievements in their efforts to eradicate prejudice (Adams et al., 2020). Managers who want to be seen as genuine, considerate, and open-minded want to make an effort to display characteristics that promote inclusiveness. Benefits for worker health and happiness are expected to contribute to higher productivity, more dedication to the company, and the successful completion of corporate goals.

2.3.3 Performance-related compensation has a positive connection with employee motivation.

Most research deduced that compensation is positively connected with employee motivation. Kim et al., (2021) stated in their findings that the money that pays a person to do their job is called compensation for workers. Remuneration and perks are also included in the compensation. There are a lot of variables that go into determining the appropriate remuneration for every worker,

however, it might include wages, perks, incentives, and option awards. Maintaining financial discipline is critical, but so is providing competitive and acceptable remuneration to staff. This is the reason it may be used to reduce employee turnover, increase loyalty among current employees, and attract top talent. Whenever a corporation refers to a wage as a "base salary," it often encompasses both a set amount and an unpredictable part of the employee's revenue. In addition to a basic wage, many jobs additionally offer a certain amount of variable remuneration (Aljumah, 2020). In marketing and similar fields, where a worker's starting salary is often modest and their potential for advancement is high, base salaries are prevalent. Further, bonuses are remuneration in the form of a fixed sum or proportion that is tied to the achievement of certain goals. People can be eligible for incentives if they meet certain goals. A reward, in contrast to a commission, is normally paid on top of a worker's base salary.

The literature shows the relationship between performance-related compensation and employee motivation that great pay and excellent advantages ought not to be disregarded. Any company, regardless of size or industry, could profit from well-thought-out worker wellness tactics, which may assist human resources managers in saving money while still providing advantageous benefits. Staff morale, output, and contentment with their employment are all positively impacted by advantageous benefits and wages (Muktamar et al., 2023). Compensation is significant for employee motivation because to recruit and keep the best employees, a high compensation is one consideration. Workers who get a good wage tend to be less inclined to look for work elsewhere, and they tend to be more committed to staying put. Businesses might save money on hiring and training new personnel if staff turnover rates are lower.

The relationship between was measured in the study of Muktamar et al., (2023) that businesses can enjoy the benefits of highly motivated workers who are both productive and happy in their jobs if it focuses on the following factors: a solid dedication to business, attractive salaries, and other forms of financial incentive. The methodology used in this study is statistical and experimental. An Indonesian company sent fundamental information to 300 of its workers around the country who met the minimal requirement to be employed by the company for at least a year. They utilize Smart PLS 4.0 to evaluate the information. Each of the separate variables has a favourable correlation with the variable being studied and a considerable impact on it, according to the study's findings. High levels of involvement lead to more devoted workers who put in more

effort to help the business succeed. The dedication results in contentment at work, which is strengthened by the exchange shown by the organization. Having a highly engaged workforce makes people more committed to the organization's success and less likely to slack off when faced with challenges. Corporate equality supports this dedication, which in turn provides work pleasure.

It can be concluded from the above empirical relationship measurement that workers' energy and output may be boosted by showing appreciation via competitive pay and a generous rewards plan. Every firm has vital targets that it wants to accomplish, and its personnel are the key to success in doing so. A motivation for workers to push themselves effectively and perform what they do best is a compensation plan that is developed by the Human Resources (HR) unit. Staff members who get competitive pay and benefits report higher levels of work fulfilment, which in turn reduces turnover (Muktamar et al., 2023). Because of this, employee turnover is reduced and certain jobs may even seem more appealing to workers. Staff morale and productivity both rise when workers feel appreciated in their roles.

2.3.4 Work from home is positively linked with employee motivation by enhancing their work-life balance.

Work from home positively correlated with employee motivation. Le et al., (2021) researched that the phrase "working from home" describes a person whose job duties are best carried out in the comfort of their own home rather than a traditional office setting. One contemporary method of getting employment done involves the "work from home" model, which makes use of both the internet and mobile devices to allow workers to conduct their jobs from the comfort of their own homes. A worker may "work from home," "employment online," or "telecommute" if they do most or all of their job duties from a place other than their typical office (Tejero et al., 2021). One way to save expenses is to have staff members work alternatively flexibly or from their home full-time. This allows for a lesser office space to be required. The work-life balance is also becoming better. Many individuals find that working from home, with its relative calm and friendliness, allows them to focus better and get more done in less time.

The literature says about the ***relationship between work from home, work-life balance and employee motivation*** that WFH is important for employee motivation because compared to an office setting, working from home usually has fewer interruptions, allowing employees to get more done in less time. Now employees don't have to waste time commuting, one can get more done in

a single sitting. If employees want to be productive, it's a good idea to have a specific area in the residence that they use for work (Kim et al., 2021). Employees may set their own rules for how they will work from home, which might help them concentrate and get more done. When they work from the comfort of their personal space, they won't have to worry about the interruptions that come with being in a workplace all day.

It can be measured from the empirical relationship of WFH, employee motivation and work-life balance that Lithuania was chosen as the site of a quantitative investigation (pilot project). Workers who are solely responsible for working from home have provided the information. Workers have faced difficulty in establishing a work-life balance when remotely workers, according to the research Stankevičiūtė and Kunskaja (2022). Consistent with the findings, professional and personal pressures hampered work-home equilibrium, although encouragement from peers and superiors, as well as independence and authority over one's workplace, can improve it.

The results of Stankevičiūtė and Kunskaja (2022) show that despite the potential advantages of working from home, such as reducing travel time as well as expenses, workers face several difficulties when operating remotely, such as a lack of separation between their personal and professional lives. Previous research has shown that work-life balance—defined as the ability of someone to effectively balance both their professional and personal responsibilities—has a substantial effect on both employee happiness and company efficiency. However, strategies for preserving this balance in times of trouble have received little attention. Consequently, the findings enhance the comprehension of the factors that contribute to a healthy work-life balance during times of emergency. In addition, the results show that companies should take the time to create and execute new plans and processes to help their remote workers achieve a better work-life balance.

2.4 The effective employee motivation process of modern organizations that results in positive outcomes.

This Section investigates that HRM experts face a complex maze when trying to inspire their employees, who are the engine that drives high performance. Both intrinsic and extrinsic variables interact in intricate ways (Le et al., 2021) .In this regard, the literature examines the factors impacting the motivational aspects of employees in organizations using various theoretical frameworks. In the context of HRM practices, two well-known frameworks—Maslow's Hierarchy

of Needs and Herzberg's Two-Factor Theory—have been used to critically assess the benefits and drawbacks of understanding employee motivation.

Maslow's Hierarchy: A Foundation for Intrinsic Needs

Abraham Maslow's theory views human needs as a pyramid, with lower levels representing physiological needs (food, water) and safety needs (security, stability) at the base. After satisfying these fundamental requirements, people go on to pursue higher-order needs such as love and belonging, esteem, and self-actualization.

In the context of ***analysing the relationship between employees' intrinsic needs and worker motivation***, HRM practices have the power to greatly impact employee motivation by integrating with these needs. It is within reach. From this perspective, creating a caring and welcoming company culture fosters love and belonging. It is further investigated how esteem-nurturing recognition programs that highlight both individual and group accomplishments can improve the calibration of career development, difficult assignments, and skill development opportunities. HRM can also help workers achieve their full potential. According to the hypothesis, there is a certain order in the needs hierarchy. However, as Hemakumara (2020) points out, recognition (esteem) systems and the pursuit of financial security (safety) need to be dynamic and overlapping. Furthermore, existing research suggests that the theory is not adequately accommodating to employees' unique emotional and psychological requirements. It comprises employee needs, which can vary depending on personality, culture, and life experiences. Literature shows a recent graduate prioritizing self-actualization through challenging work, while a single parent might emphasize safety and work-life balance.

Herzberg's Two-Factor Theory

There are two parts to Herzberg's Two-Factor Theory: hygiene factors, which aim to keep people from being unhappy, and motivational elements, which push people to be happy and do their best. It is stated that while hygienic factors—such as pay, benefits, working environment, and corporate policies—are necessary to keep employees satisfied and discourage demotivation, they do not always result in excellent performance.

Contrarily, intrinsic motivational aspects like satisfaction with employment and a desire to excel are fueled by things like meaningful work, opportunities for advancement, personal responsibility and ownership, and recognition for achievements. However, if it relies on 1950s interviews, it may

miss the subtleties of modern workplaces, according to the literature. Perhaps the idea of hygiene aspects is changing; for instance, many workers now value work-life balance more than they did in the past. Furthermore, it may be oversimplified to classify variables as either hygiene or motivators alone, and this might lead to increases in salary that serve as both an incentive (the reward of accomplishment) and a hygiene factor (filling basic requirements).

According to Guan & Frenkel (2019), most people agree that one of the most important things HRM can do is help workers learn new things. In an era of fast process and product innovation, it is more important than ever for workers at all levels to comprehend the company's strategy, their role within it, and the necessity of always bettering their work performance. Training in the real world can be more skill-oriented or more holistic, with the former aiming to teach participants how things work and the latter to foster creativity so they can complete assignments more efficiently. Employees' training has significant outcomes, including increased job satisfaction, loyalty to the company, and decreased intention to leave.

According to

Barzoki and Ghujali (2013), who agree with the two-factor approach, earnings are not the main motive though it shows the relationship between employee hygiene and motivation. The "hygienic factors" include things like pay, working environment, safety, and good interpersonal interactions. Managers need to fulfil these requirements. In addition, hygiene elements were defined by Ozsoy and Uslu (2019) as basic biological demands, such as being well-nourished and pain-free, which are inherent human aspirations. Fulfilment prevents people from feeling unsatisfied. Meeting these conditions alone, nevertheless, will not motivate people to give their all on the job. It is critical to meet motivational needs like respect, self-actualization, career advancement, increased responsibility, and recognition to promote effective engagement and motivate people to exert high-quality efforts (Ozsoy and Uslu, 2019). It is further stated that providing stimulating and difficult work, chances for professional and personal growth, encouragement, fresh responsibilities, increased autonomy, a voice in decision-making, and clear and concise communication are all ways to make employees happy.

2.5 The relationship between diversity, inclusion and employee motivation.

Dawson et al., (2024) stated that inclusion and diversity (D&I) strategies in work environments are common, yet the results on employees' views and actions are still not uniform. This highlights

the importance of using evidence-based ways to comprehend how workers implement diversity and inclusion objectives. Researchers propose that, using the concept of self-determination as a foundation, worker integration and diversity drive offers a previously unexplored route for comprehending the emergence of inclusion-supportive worker results (i.e., less discrimination and more participation). The study also shows that their company's diversity and inclusion initiatives significantly impact their desire to work towards these goals, using the hypothesis of attribution to provide light on the circumstances in which this is possible.

Furthermore, according to Kudaibergenov (2024), gender plays little to no role in determining whether or not university and industrial employees are motivated to accomplish their best. Lorincová et al. (2019) suggested that there may be a gender gap in the significance that men and women place on some elements in the workplace, but our findings contradict this. While women valued a positive work environment and supportive teams more highly, men were more likely to cite basic pay as a motivating reason. Our results suggest that sanitary and motivational variables hurt gender, which contradicts previous studies.

Dawson et al., (2024***), found out the relationship between D&I efforts in the workplace with employee motivation***. To prove it, the investigator used an employee-centred paradigm to characterize the intrinsic complexity of diversity and inclusion (D&I) motive among workers and how it relates to being included or excluded in the workplace. It was shown that workers who are intrinsically driven to work on diversity and inclusion tend to provide more results that are beneficial to inclusiveness. Additionally, research discovered that individuals' motivations for committing to D&I in the workplace are influenced by the assumptions they make regarding the goals of their company's D&I initiatives. Therefore, it may be crucial to enable worker implementation of inclusion objectives by comprehending the characteristics of diversity and inclusion drive.

Adams (2020) stated that management has evolved to meet the needs of an ever-more multicultural staff. Contemporary managers must create inclusive spaces where employees from all walks of life can work together, share ideas, and be inspired by each other. Companies must prioritize making workers feel valued to effectively manage a staff which is becoming more multicultural. To this end, managers, as the organization's first point of contact with the public, are crucial. Companies should educate executives regarding how to embody the beneficial qualities linked to the several constructive management philosophies since, as this study shows, they all contribute

to a more inclusive work environment with less inequality. Also, supervisors, especially those in charge of groups with a lot of different backgrounds and perspectives, must be monitored and rewarded for how well they handle productivity (Hancock, 2024).

According to the research, businesses should institute an environment of evaluation where managers may discuss their experiences with inclusive management (Chaudhry et al., 2021). One way supervisors may do this is by providing insight into how their workers are experiencing and, if applicable, any differences in how they have been shown gratitude. These findings may help businesses design more nuanced compensation plans to meet the needs of employees of various backgrounds. Because certain supervisors could be showing signs of inclusive leadership characteristics but require assistance from others, businesses should take a more customized strategy for leaders' professional development. Managers may exhibit inclusive leadership characteristics (such as motivating people) at the level of the worker but struggle to do the same at the group stage (such as collaborating in decision-making). If this is the case, getting managers to improve where they're lacking will go a long way toward creating a welcoming workplace for all workers (Korkmaz et al., 2022). Companies should improve their evaluation of performance processes to include assessments of supervisors' included leadership qualities to promote the ideal attitudes.

Furthermore, according to Kudaibergenov (2024), gender plays little to no role in determining whether or not university and industrial employees are motivated to accomplish their best. Lorincová et al. (2019) suggested that there may be a gender gap in the significance that men and women place on some elements in the workplace, but our findings contradict this. While women valued a positive work environment and supportive teams more highly, men were more likely to cite basic pay as a motivating reason. The research results suggest that sanitary and motivational variables hurt gender, which contradicts previous studies.

2.6 The use of HRM for providing compensation benefits to employees.

Galetić and Klindžić (2020) support the idea that various factors influence employee motivation and performance. The term "remuneration and perks" describes the monetary and non-monetary advantages that workers get from their employers. Attracting and retaining top personnel requires an enticing wage and benefits package that keeps people enthusiastic, inspired, and interested in their jobs. These factors include morale, job satisfaction, HRM practices like training,

compensation, and performance reviews (Galetić and Klindžić, 2020), employee engagement, and leadership styles like participative and democratic. Organizational citizenship behaviour, team learning, employee growth and training, leader-member interchange, and innovative work behaviour are other characteristics that impact employee performance. Research has concentrated on the importance of the connection between employee motivation and output under various high-pay policies. In this regard, compensation fosters the inclination among employees to live up to effective standards of work. As such, employee performance is measured in large part by how well they carry out their assigned tasks, how well they fulfil deadlines, and how well they contribute to the overall departmental goals.

Additionally, Anwar & Abdullah (2021) assessed that training, selection, pay, compensation, and recruitment reflect HRM practices and staff incentives to develop their capabilities. ***The study reflected the relationship between compensation and employee motivation*.** Employers can find the most qualified candidates for open positions by using elaborate selection processes. Following hiring, employees have access to extensive programs designed to improve their competence on the job. Furthermore, even highly competent workers will be unable to do their jobs to the best of their abilities if they lack the intrinsic motivation to do so. Consequently, performance reviews that take both individual and team efforts into account are a great way for businesses to inspire their staff to work more efficiently. Integrating these evaluations with merit-based internal promotion systems and other incentives will align employee and shareholder interests.

According to Al-kharabsheh et al. (2020), who conducted additional research utilizing Maslow's theory, employees are compensated or incentivized according to their needs, which are organized hierarchically. Specifically, subordinate needs should be met before more advanced ones. Both internal (such as growth opportunities) and external (such as financial rewards) variables, according to Herzberg's theory, can motivate employees. Employees' sense of fairness in monetary exchanges, according to Stacey Adams' equity theory, factors into their drive to work hard. Additionally, according to Skinner's theory of reinforcement, workers will continue to perform what got them good results and stop doing what got them bad (Abiola et al., 2023).

2.7 Human resource management practices have a positive impact on employee motivation

The study shows the relationship between human resource management practices and employee motivation. Arokiasamy et al., (2024) stated that employees must be aware of what their managers

expect of them and what they can do to better their day-to-day work. Due to the close relationship between a worker's motivation with their day-to-day work and the physical environment of their workplace. It is crucial to use HRM practices to boost employee morale constantly. Consider the effects on an employee's mental and physical health as a result of working in an environment where they are constantly under pressure. By giving people the HR development tools they need to succeed, managers can boost morale and, in turn, productivity, which in turn boosts profits. An employee's sense of personal fulfilment and their ability to contribute to the success of both organizational and individual goals are influenced by the level of motivation they experience. Performance reviews practices of HRM that take both individual and team efforts into account are a great way for businesses to inspire their staff to work more efficiently. Workers' and shareholders' goals may be better served by linking such assessments to merit-based internal advancement schemes alongside additional benefits offered by HRM. A company's ability to hold on to its employees and boost its profitability are both impacted by its HRM practices potentially.

Human resource manager's practices are crucial to an organization's long-term success. They must integrate environmental goals into HR strategy and improve HR practices and policies (Zaki and Norazman, 2019). This strategy is called "Green Human Resources Management," or GHRM. This requires recruiting and developing skilled workers, creating job roles that encourage employee engagement and growth, teaching and evaluating global human resources practices, and creating incentive structures that are linked to environmental performance. Dedication and desire include pursuing financial and non-financial gains and efficiently executing performance management. Zaki and Norazman (2019) examined how pre-selection HRM practices affect performance. Employee communication, performance-based compensation, merit-based promotion, and training and development are examples. The research found that these HR management strategies improve employee perceptions of their productivity, which boosts company success. Organizational success is linked to employee motivation, merit-based, rigorous selection, performance-based compensation, staff training and development, and unbiased performance review. This association exists.

Zaki and Norazman (2019) further elaborated that organisational performance is positively correlated with compensation, performance reviews, and promotion policies. In addition, post-selection HRM practices, such as an open and honest incentives system and employee engagement,

are positively associated with organizational success. Nevertheless, there is a significant difference between HR procedures as judged by managers and those that employees perceive. Organizational HR practices may not be well implemented. This article focuses on how the leadership of frontline managers can transfer the impact of HPWSs on corporate results like innovation, with an emphasis on the methods by which this leadership might function as a boundary condition.

2.8 Work-from-home process initiative helps in getting work-life balance for employees in association with their motivation.

According to Tejero et al., (2021), the extraordinary worldwide prevalence of work-from-home (WFH) arrangements is one phenomenon stemming from the COVID-19 epidemic. The ***WFH plan*** has completely altered the organization's process, allowing employees to accomplish the same goals as faster. It offered employees a chance to control their schedules and use their assets to accomplish company goals. ***The study shows the relationship between WFH, work-life balance and employee motivation.*** In addition, work-from-home (WFH) changes the person-centric psycho-social and external variables influencing one's job, especially in the domestic sphere. The incapacity to separate one's mind from one's job may contribute to sleep disturbances. Workers at Home are required to utilize mobile phones for work-related interaction. Whenever faced with requirements for self-control on the job, workers who utilize their smartphones often during work hours feel a drain on their sense of self-worth. The relationship is reduced, yet, by the degree of sleep. Utilization of smartphones at work had little effect on self-control mechanisms afterwards impacted employees' sleep quality but offered to enhance work-life balance benefits (Tejero et al., 2021).

According to the relational model of human resource management (HRM), there is a credible reason for establishing a beneficial relationship between high-performance work systems (HPWSs) and organizational performance. This model provides explanations of how HPWSs improve employee perceptions regarding creative support. Staff members are more likely to believe that their company promotes and facilitates creative actions by allowing work-from-home practices and innovation when it employs HPWSs that highlight opportunities for learning and development, formal performance evaluation and input, staff empowerment and engagement, and team-based work. This is because HPWSs increase organizational effectiveness by facilitating communication among employees, which in turn increases the likelihood that they will work

together toward common goals, share relevant information, and trust and appreciate one another. For instance, Ma et al. (2021) offer empirical evidence that endorses the connection between high-performance work systems (HPWSs) and innovation in the workplace. Findings from their analysis of data from Chinese high-tech companies indicate that HPWSs had a favourable impact on employees' creative abilities. However, the literature argues that organizations that allow employees to work from home face critical insecurities and operational mismanagement from the employees, which impact their innovative abilities. Yet, it is confirmed that WFH practices enable employees to work productively on workplace tasks.

Research by Cherif (2020) suggests that supervisorial motivation, among other factors like goals, corporate principles, and opportunities for professional growth, plays a crucial role in establishing HR policies and procedures. Managers have the power to cultivate an environment that is conducive to the development of original thoughts and methods of problem-solving. However, leaders or managers also have the power and influence to unite to improve the behaviour of their employees while at home. This is due to the challenges posed by various leadership styles, which WFH employees do not have access to. In this instance, it has been argued that it can be accomplished by implementing a collection of high-performance work practices that allow for the promotion of open communication, the efficient distribution of necessary resources, and the development of trust among members of the individual team. There is a lack of understanding regarding the kind and extent to which the leadership behaviours of frontline managers impact the execution of HR procedures. For instance, there are leadership styles that prefer establishing transactional connections with subordinates overexpressing a compelling vision for the firm.

The three kinds of leadership behaviours that HRM should prioritize are transformative, transactional, and the theory of transformational leadership (TFL) posits that effective leaders go beyond simply rewarding employees when they meet or exceed objectives. Rather, they inspire their employees to go above and beyond. Studies have shown that TFL can positively impact many organizational results when it exhibits four behavioural components: inspirational motivation, idealized impact, intellectual stimulation, and personalized consideration. Consider the following: Canadian financial businesses revealed a favourable correlation between managers' TFL and business-unit performance.

By transactional leadership (TXL), leaders and adherents engage in contractual exchanges. TXL implies that followers agree to accept praise, prizes, assets, and disciplinary measures as a reward

for their labour. A U.S. Army platoon study found that platoon leaders' TXL positively impacted unit performance .

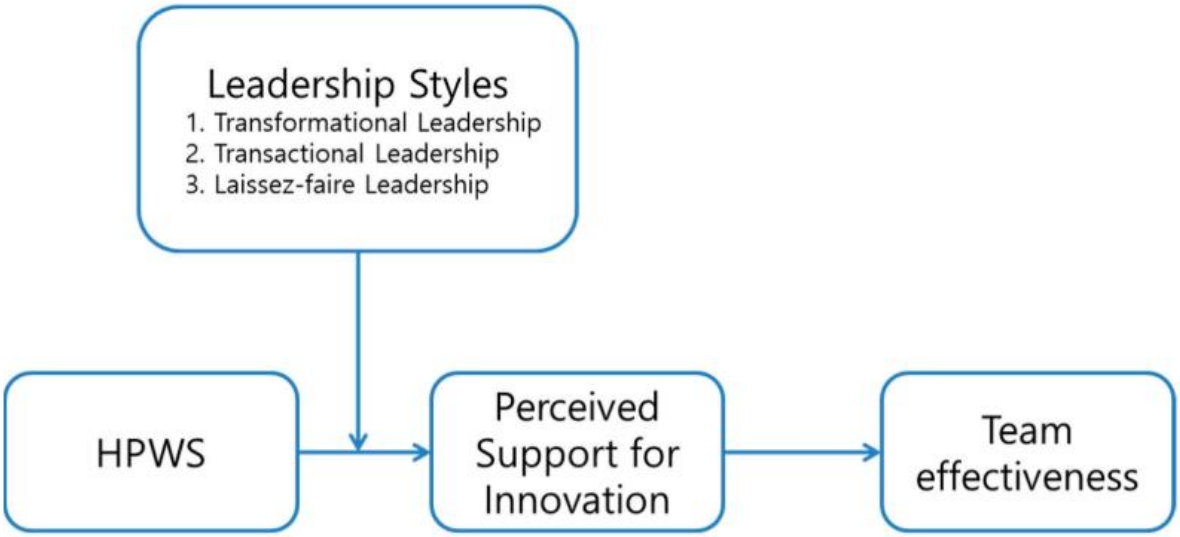

Figure 2: Recommended Leadership Strategies to Foster Employee Motivation

2.9 Litérature Gap

The previous year's study has critically analysis the different human resource management practices that can positively impact employees. However, none of the previous year's studies concentrate on critically evaluated frameworks, theories, tools and techniques of HRM that can directly or indirectly affect employee motivation. Hence, the current study is conducted to fill this gap effectively.

2.10 Summary

It can be summarized from the above critical evaluation that HRM practices can help companies and workers develop a strong bond based on mutual trust and shared responsibilities. According to the "social exchange theory" (Jawaad et al., 2019), this relationship is based on workers providing their services to companies in return for benefits and perks. In their follow-up analysis, HRM methods tend to foster an atmosphere and set of circumstances where employees develop strong organizational commitment, positive attitudes, and efforts to achieve organizational goals. Here, "organizational commitment" means that workers are eager to put in the time and effort necessary to see the company through to its objectives. Employee loyalty, engagement, and

identification are also factors. Thus, HRM practices greatly improve workers' productivity on the job.

Chapter-3 Research methodology

3.1 Research approach

The ***positivist*** traditional guiding principle is that academics may learn more about the community and its future by observing patterns and correlations among related social variables. Positivists argue that quantitative approaches are the most appropriate for analysing human resource management and employee motivation . Investigators that lean towards positivism tend to use quantitative methodologies while doing their study. This is due to the fact that positivism holds that there is a goal, a measurable aspect to human behavior and the community, and quantitative strategies place an emphasis on numbers, empirical, and analytical metrics for research objective assessment (Jayasuriya, 2023). Positive investigators may utilize quantitative approaches to gather information from big populations, compile them into sets of information, and then apply statistical techniques to uncover cause-and-effect linkages, movements, patterns, and associations.

3.2 Type of Research

The present research is a ***quantitative research*** method. By use of survey and forms, quantitative study is able to gather mathematically meaningful data from current and future clients. Findings may be shown numerically, which is one of the key features of this kind of study. Investigators gather data in numbers using quantitative techniques; this information is then analysed quantitatively to provide conclusions with a substantial level of statistical significance (Fischer et al., 2023). The capacity to extrapolate findings to the whole targeted demographic is an advantage of conducting quantitative studies. It implies that by using numerical information evaluation, one can generalize the results from online surveys to make well-informed judgments and implement suitable changes to the research title.

3.3 Details of how, when, where, and what of the research that was conducted.

The quantitative research is conducted by collecting primary data through an online survey. The target population which is consisting workers from several corporates in the same industry, is going to be surveyed online using questionnaires as the main data-gathering tool. There are 33 closed-ended questions on the survey. Google form has been used to collect responses from 50

Participants , Whereas the literature review portion gathers secondary data by critically analyzing various web resources to answer the hypotheses.

3.4 Data Collected

The research collects both ***primary and secondary data*** to address the research hypothesis. “Primary data are those that have been gathered especially for the current study endeavour. The researcher gathered these information directly from the source." (Saunders, Lewis and Thornhill, 2019). During primary studies, instead of using samples of data that already exist, researchers go straight to the targeted respondent. When collecting data that has to be particular about HRM and employee motivation then this kind of study really thrives. Investigators perform their primary study in the hopes of finding answers to topics that have never been posed or addressed previously. The primary data was collected by conducting an online survey.

Another data method used in the study is the secondary study also called desk research. This kind of study uses information that already exists, such as publications from previous studies, corporate websites, and publications (Jindal-Snape et al., 2020). It is often done while seated at a desk, using either physical resources (publications, research papers, etc.) or digital ones (internet pages, PDF files, etc.). the secondary data collected in the literature review chapter by critically analysing different online resources in the context to research topic.

3.5 Data collection Techniques

The technique used for data collection is a ***Survey***. Google Forms is the most popular survey platform because it is easy to use and provides a low-cost option for gathering responses from huge populations. Due to the pre-written nature of the queries, respondents have limited scope to provide responses that aren't appropriate (therefore, features like skip reasoning are crucial), thus the percentage of responses might vary. To sample a big population at little expense, surveys are a great tool to use (Ikart, 2019). The inquiries are usually multiple-choice and are designed to be simple to respond to. This opens the door for the investigator to gather and analyze numerical information. To enable thematic evaluation and to collect more thorough data, close-ended questions have been added to the multiple-choice survey questionnaire.

3.6 Data analysis strategies

When analyzing information from statistics, ***descriptive analysis*** constitutes an essential step. Investigators may use it to find mistakes and deviations and get an understanding of the gathered information's pattern in the context to research title. In order to be ready for statistical investigation in future periods, it allows researchers to identify similarities among variables. In order to enable trends to emerge that comply with all of the information's requirements, descriptive analysis—a kind of data research—helps to describe, demonstrate, or usefully summarize the information (Siedlecki, 2020). Trend and relationship recognition using both present and previous information is the goal of this method. Commonly considered the simplest kind of statistical analysis, it only looks for patterns and relationships despite drawing any conclusions.

One quantitative tool for comparing actual outcomes with predictions is the ***chi-square analysis***. Whether the researcher sees a discrepancy between the predicted and actual information, then may run a regression analysis to see whether it's just coincidental or the result of a link among the factors of interest (Turhan, 2020). Hypotheses on the statistical pattern of classification variables need an independent test like a chi-square analysis. Conventional and normal variables are both used to describe groups of data, like HRM and motivation. As there is a finite set of possible values for them, an equilibrium distribution would not be possible.

3.7 Software and tools used for data analysis

An extremely popular statistical analysis program, Statistical Package for the Social Sciences (SPSS), was used to gather data for this research. Information pertaining to the behavioral sciences may be examined using this set of applications. SPSS provides a visual platform for rapid forecasting which can handle simple to complicated scenarios in the context to research topic. Market studies, polls, data extraction, and other similar applications make use of SPSS information. Readers are able to execute narrative, deductive, and many alternative mathematical procedures by extracting all pieces of data from documents employing SPSS functionality.

3.8 Research Limitation

This study will make use of a wide range of research approaches, each using a unique set of procedures and strategies to compile data which requires lots of time and cost investment. Their absence might lead to increased expenses. Also, there's a greater chance that respondents may skip

questions or opt out of the survey altogether if there isn't enough contact with them when they take it online.

Hence, a clear and concise explanation of the study's purpose prior to data collection from respondents might help mitigate these risks. The researcher should also make it a point to critically examine all available internet sites in order to glean only relevant facts.

3.9 Justification of selection of research approach and research methodology

The goal of conducting quantitative research is to collect numerical data that may be used to draw conclusions which lead to expected results. If investigators want to get to the bottom of the investigation issue, quantitative studies are the most effective approach. Professionals test their theories employing the use of statistical and mathematical frameworks. A thorough and thoughtful examination of the collected data is a crucial part of empirical investigation, and indeed, this research method is appropriate.

Chapter- 4 Data Analysis

4.1 Descriptive Analysis of H1: Effective training is positively associated with employee motivation.

Results from the survey strongly support the idea that highly successful training has a favourable influence on employee motivation. Among the workforce's younger members, 62.3% are under the age of 30, according to the demographic data, indicating that early-career professionals make up a significant share of the total. Training may find an especially open audience among these younger workers, who may be eager to learn new things and progress in their jobs. The gender distribution reveals that there are more female respondents (58.5%), which might suggest that different genders have different views on the usefulness of training. With 43.4% of respondents having master's degrees or more, the educational background of this group is very strong, suggesting that this group of workers values training opportunities and has high expectations for their own professional growth.

The majority of workers see themselves as either 'Proficient' (22.6%) or 'Expert' (24.5%), indicating a confident workforce that may perceive training as a way to enhance their competence. Competence levels across employees are different. A considerable portion of the participants had irregular training experiences, with 26.4% having training ranging from two to four days in the previous two years, while a large portion had training falling outside of this range. Crucially, 86.8% of those who took the survey felt that their performance on the job was enhanced as a result of the training they got. In a similar vein, a large majority (83%) said that training made them more enthusiastic about their job, and even more (71.7%) thought that it helped them maintain concentration. In addition, eighty-one percent of those who took part in the study felt that it helped them be more creative. The importance of well-designed training programs in creating an engaged and enthusiastic workforce is shown by the consistently high percentage of positive answers across a range of measures of motivation and performance on the job.

4.1.2 Findings:

Table 1: Response of question 1

(Source : the researcher)

1. What's your age?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 30-35	9	17.0	17.0	17.0
	Between 36-40	3	5.7	5.7	22.6
	Between 41-45	1	1.9	1.9	24.5
	Less than 30	33	62.3	62.3	86.8
	More than 45	7	13.2	13.2	100.0
	Total	53	100.0	100.0	

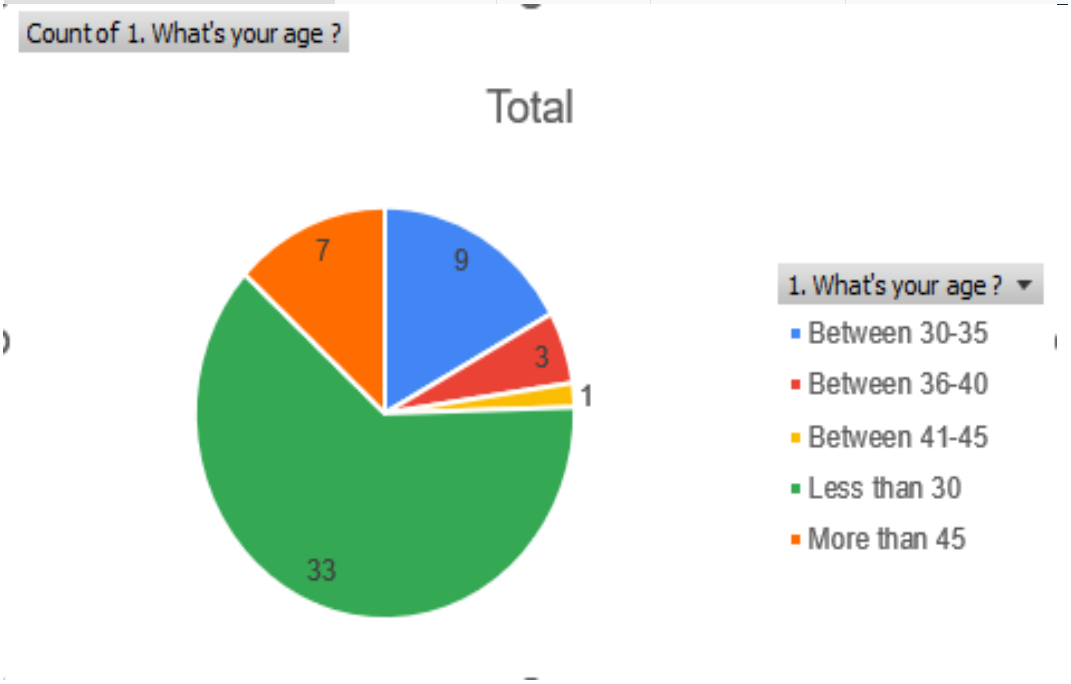

Figure 1 (Source: the researcher)

Illustration:

According to the data, 62.3% of the participants are under the age of 30, while only 1.9% fall into the 41–45 age group. Workers who are still in the early phases of their careers may be more influenced by their peers' opinions on training and advancement opportunities if the workforce is disproportionately younger.

Table 2: Response of question 2

(Source : the researcher)

2. What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	31	58.5	58.5	58.5
	Male	22	41.5	41.5	100.0
	Total	53	100.0	100.0	

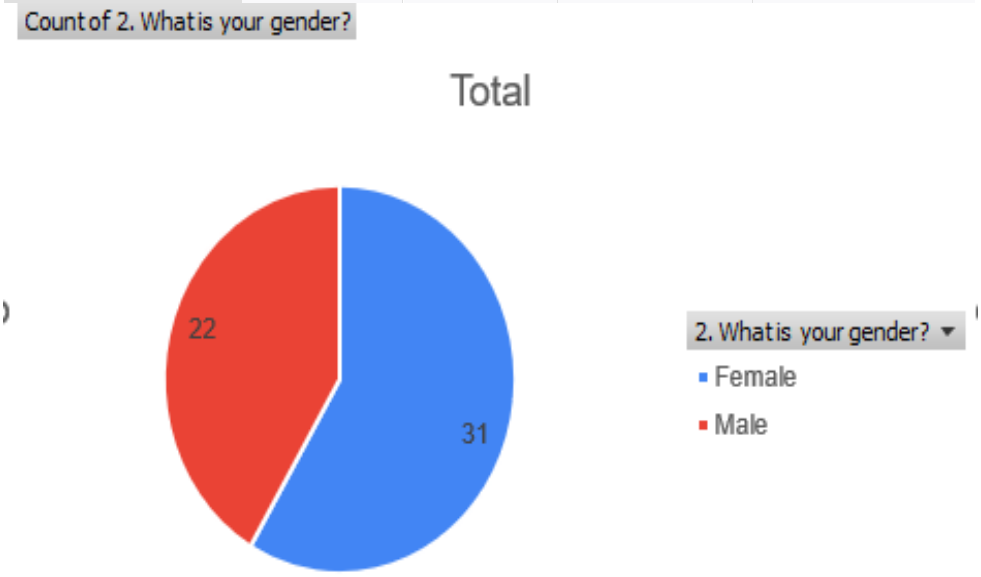

Figure 2 (source : the researcher)

Illustration:

There are more women than men (58.5% vs. 41.5%, respectively) according to the data. Questions about inclusion and work-life balance may elicit somewhat varied answers from the general population due to the fact that men and women may have distinct life experiences and viewpoints on these topics.

Table 3 : Response of question 3

(Source : the researcher)

3. What is your education levels?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduated	17	32.1	32.1	32.1
	Others	9	17.0	17.0	49.1
	PHD	4	7.5	7.5	56.6
	Post graduated	23	43.4	43.4	100.0
	Total	53	100.0	100.0	

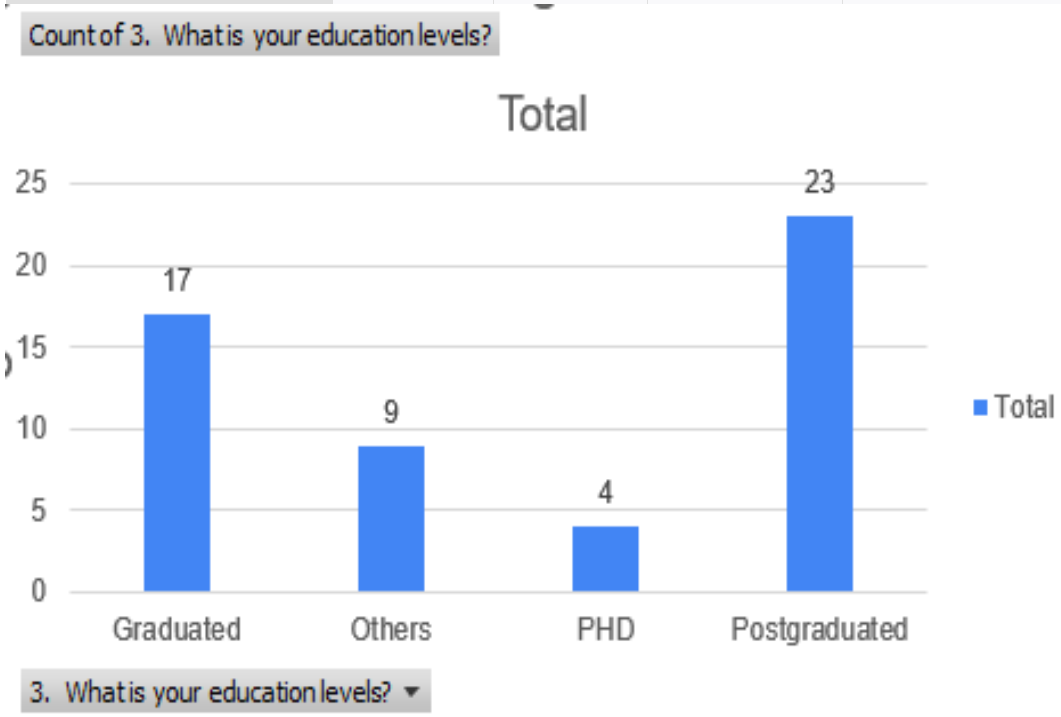

Figure 3(source : the researcher)

Illustration:

Postgraduate degrees account for 43.4% of responders, while graduates make up 32.1%, 'Others' 17.0%, and 7.5% have doctoral degrees. Higher expectations for professional growth and career

promotion may be associated with a highly educated workforce, as shown by the high number of post.

Table 4 : Response of question 4

(Source : the researcher)

4. Please rate your own competence in your current position.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Advanced Beginner	11	20.8	20.8	20.8
	Competence	11	20.8	20.8	41.5
	Expert	13	24.5	24.5	66.0
	Novice	6	11.3	11.3	77.4
	Proficient	12	22.6	22.6	100.0
	Total	53	100.0	100.0	

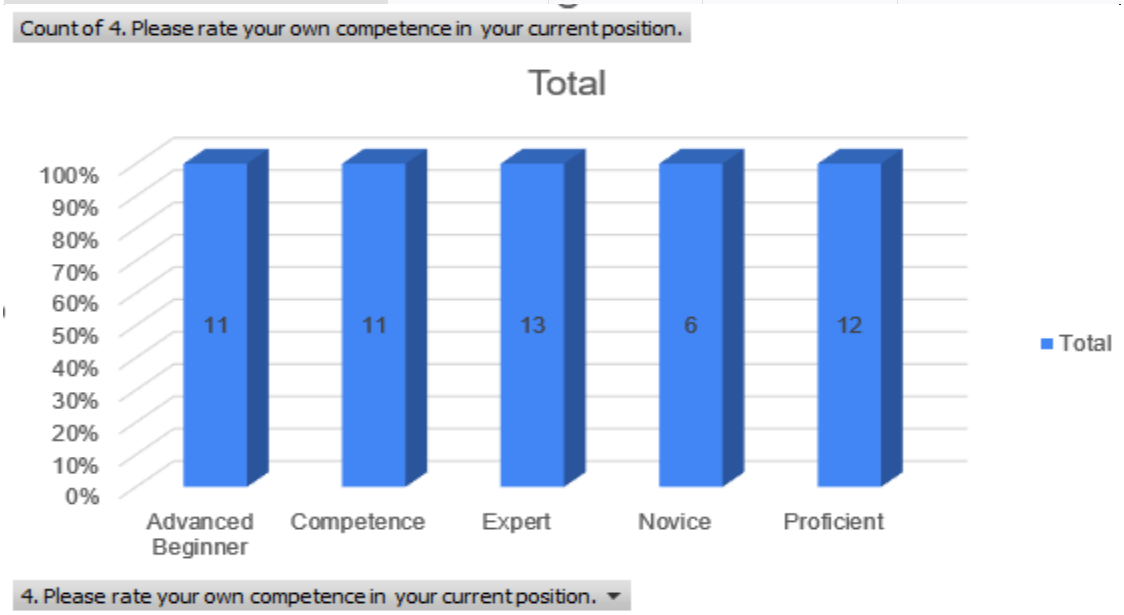

Figure 4 (source : the researcher)

Illustration:

answers were evenly dispersed across all levels when asked to assess their competence in their present employment. The most popular answers were 'Expert' (24.5%) and 'Proficient' (22.6%). A large portion of the workforce perceives themselves as highly competent, which may impact their opinions on the effectiveness of training programs. This suggests a confident workforce.

Table 5 : Response of question 5

(Source : the researcher)

5. How many training days have you received in the last 2 years?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From 2 to 4 days	14	26.4	26.4	26.4
	From 5 to 7 days	11	20.8	20.8	47.2
	From 7 to 10 days	6	11.3	11.3	58.5
	Less than 2 days	11	20.8	20.8	79.2
	More than 10 days.	11	20.8	20.8	100.0
	Total	53	100.0	100.0	

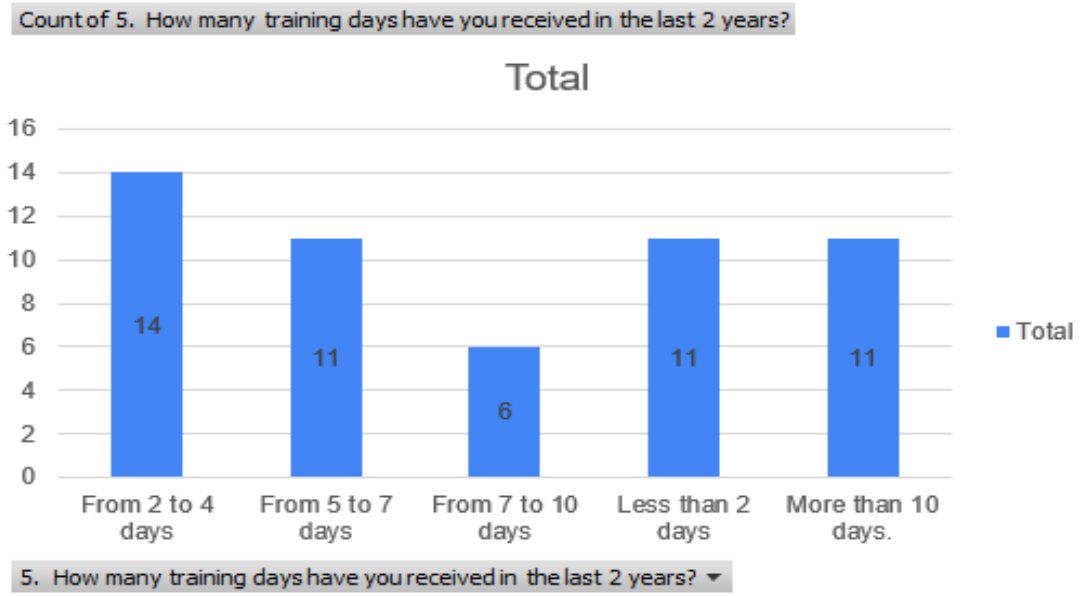

Figure 5 (source : the researcher)

Illustration:

Results showed that 26.4% got 2-4 days of training in the previous two years, 20.8% got 5-7 days, 11.3% got 7-10 days, and the remaining percentage was either fewer than 2 days or more than 10 days. This dispersion raises questions about the feasibility and efficacy of training programs, as different responders may have different levels of access to relevant information.

Table 6 : Response of question 6

(Source : the researcher)

6. Do what extend do you agree that the training you received helped you to do your job better?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	22	41.5	41.5	41.5
	Disagree	2	3.8	3.8	45.3
	Neutral	5	9.4	9.4	54.7
	Strongly agree	24	45.3	45.3	100.0
	Total	53	100.0	100.0	

Figure 6 (source : the researcher)

Illustration:

With 45.3% strongly agreeing and 41.5% agreeing that it improved their performance at work, a considerable percentage of respondents had good feelings regarding the training they had. But a tiny percentage (3.8%) didn't agree, suggesting there could have been holes in the instruction.

Table 7: Response of question 7

(Source : the researcher)

7. Do you agree that the training you received helps you to be more enthusiastic at work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	1.9	1.9	1.9
	Agree	24	45.3	45.3	47.2
	Disagree	2	3.8	3.8	50.9
	Neutral	6	11.3	11.3	62.3
	Strongly agree	20	37.7	37.7	100.0
	Total	53	100.0	100.0	

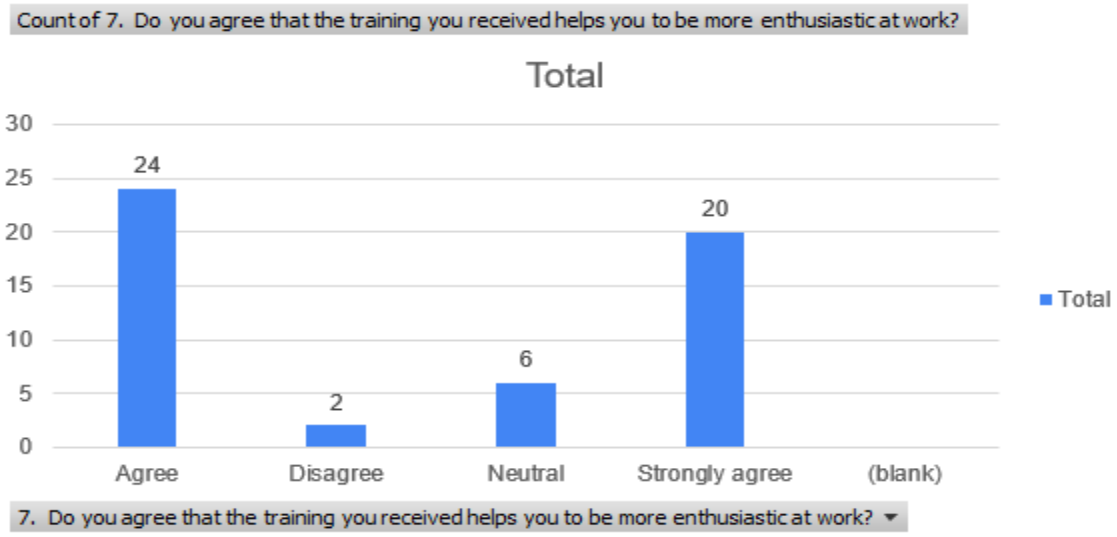

Figure 7 (source : the researcher)

Illustration:

With 45.3% agreeing and 37.7% strongly agreeing, the majority of responses were favorable on whether training enhanced excitement at work. This is in line with the widespread belief that training is very successful, which provides further evidence that well-planned courses may increase enthusiasm and participation.

Table 8 : Response of question 8

(Source : the researcher)

8. Do you agree that the training you received helps you stay focused better at work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	25	47.2	47.2	47.2
	Disagree	1	1.9	1.9	49.1
	Neutral	13	24.5	24.5	73.6
	Strongly agree	13	24.5	24.5	98.1
	Strongly Disagree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

Figure 8 (source : the researcher)

Illustration:

Concerning the effect of training on concentration, 47.2% were in agreement and 24.5% were in strong agreement that it assisted them in maintaining attention while working. There was a widespread sense of satisfaction with how training enhances job focus, as just a small percentage strongly disagreed (1.9%).

Table 9: Response of question 9

(Source : the researcher)

9. Do you agree that the training you received helps you to be more creative at work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	29	54.7	54.7	54.7
	Disagree	1	1.9	1.9	56.6
	Neutral	9	17.0	17.0	73.6
	Strongly agree	14	26.4	26.4	100.0
	Total	53	100.0	100.0	

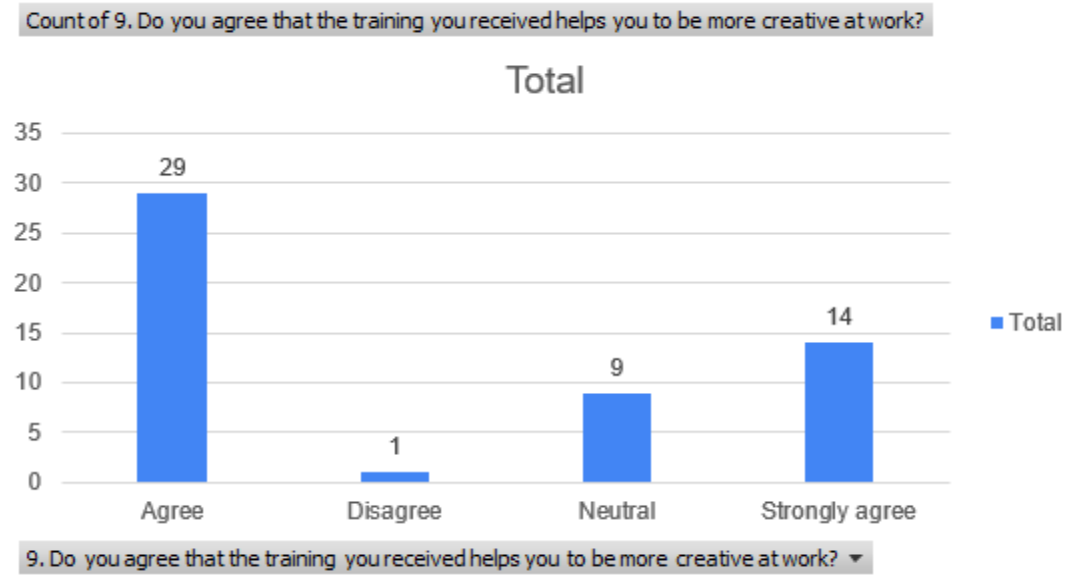

Figure 9 (source : the researcher)

Illustration:

With an extra 26.4% strongly agreeing, over half of the respondents (54.7%) felt that training improves creativity. As a result, this demonstrates how important professional development is for encouraging creative problem-solving among employees.

4.2 Descriptive Analysis of H2: Diversity and inclusion are positively correlated with employee motivation.

Results from the Survey show a strong correlation between diversity and inclusion and employee motivation. Table 10 shows that the majority of respondents (50.9% to be exact) believe that diversity and inclusion are top priorities at their organization, with 17.0% of those respondents expressing a strong agreement. On the other hand, a quarter of respondents were ambivalent, suggesting that there may be misunderstandings or lapses in execution of these regulations. Table 11 shows that over half of the respondents (49.1%) & a quarter (24.5%) strongly agree that diversity and inclusion help them concentrate and perform better. This shows how valuable people think inclusive practices are for creating a productive workplace.

As seen in Table 12, a diverse workforce is associated with more creative ideas since 60.4% of respondents think it does and 18.9% strongly agree that it does. Diversity and inclusion lead to higher excitement at work (45.3% agree, 28.3% strongly agree) (Table 13), demonstrating how inclusive cultures may enhance employee morale. Table 14 shows that diversity and inclusion programs assist remove bias in the workplace; 34.0% of respondents strongly agree, and 41.5% believe that these programs are important for fostering a peaceful work culture. Table 15 concludes that diverse and inclusive workplaces lead to improved decision-making (41.5% agree, 35.8% strongly agree), indicating that different viewpoints contribute to more thorough and effective problem-solving. Taken as a whole, these results confirm that diversity and inclusion programs greatly boost morale by creating a more enthusiastic, imaginative, and united team.

4.2.1 Findings

Table 10 : Response of question 10

(Source : the researcher)

10. Do you think that your company focus on diversity and inclusion?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	50.9	50.9	50.9
	Disagree	4	7.5	7.5	58.5
	Neutral	13	24.5	24.5	83.0
	Strongly agree	9	17.0	17.0	100.0
	Total	53	100.0	100.0	

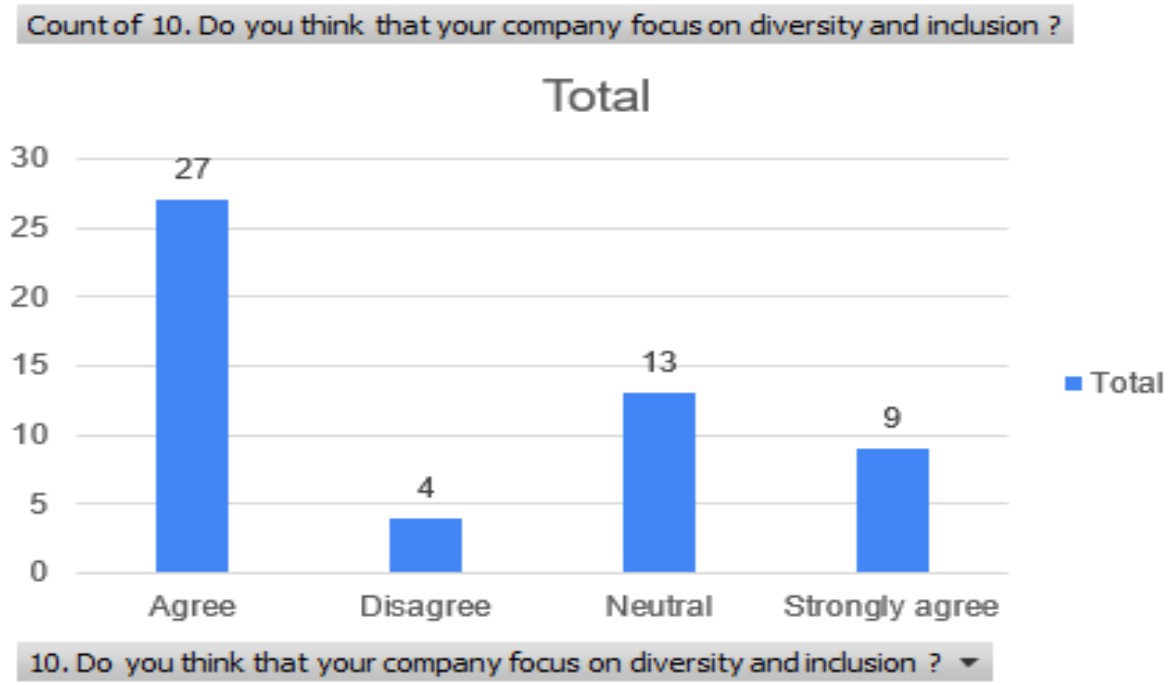

Figure 10(source : the researcher)

Illustration:

With 17.0% strongly agreeing, half of the respondents (50.9%) said that their organization prioritizes diversity and inclusion. Nevertheless, a significant portion of the sample (24.5%) remained indifferent, suggesting that the company's policies or communication may need some work.

Table 11 : Response of question 11

(Source : the researcher)

11. Do you believe that diversity and inclusion in the company help you to stay focused for better performance ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	26	49.1	49.1	49.1
	Disagree	4	7.5	7.5	56.6
	Neutral	9	17.0	17.0	73.6
	Strongly agree	13	24.5	24.5	98.1
	Strongly disagree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

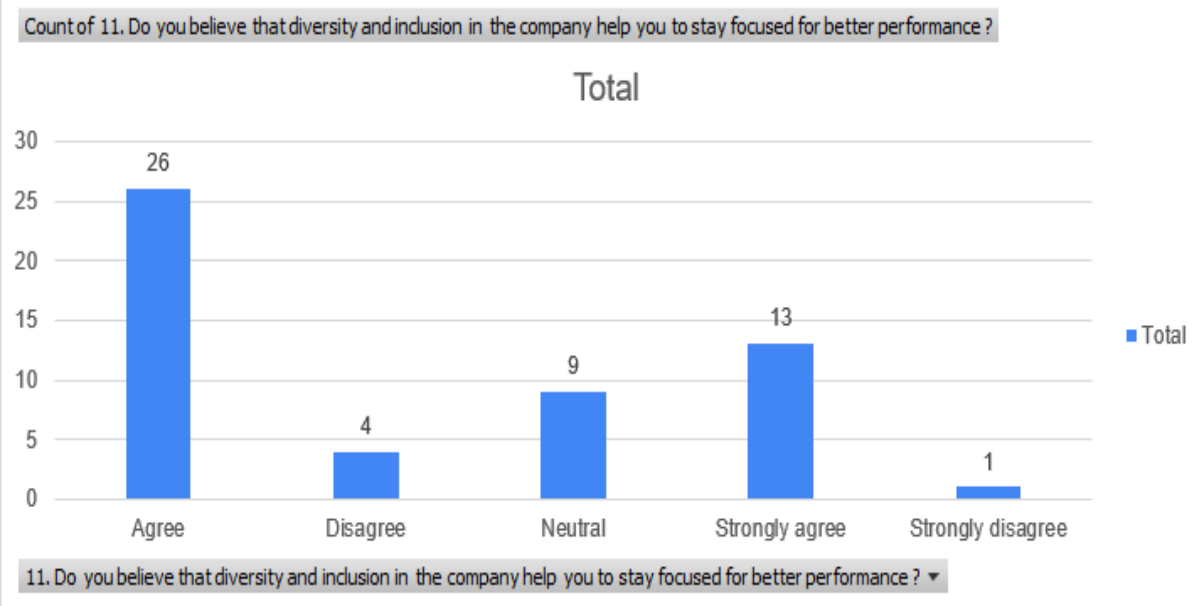

Figure 11 (source : the researcher)

Illustration:

The majority of respondents (49.1% to be exact, with 24.5% giving the statement "strongly agree") think that diversity and inclusion programs improve concentration and output. This highlights how inclusive methods are seen as valuable in enhancing work success.

Table 12 : Response of question 12

(Source : the researcher)

12. To what extend do you agree your company's diversity and inclusion situation enhance your creativity?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	32	60.4	60.4	60.4
	Disagree	3	5.7	5.7	66.0
	Neutral	8	15.1	15.1	81.1
	Strongly agree	10	18.9	18.9	100.0
	Total	53	100.0	100.0	

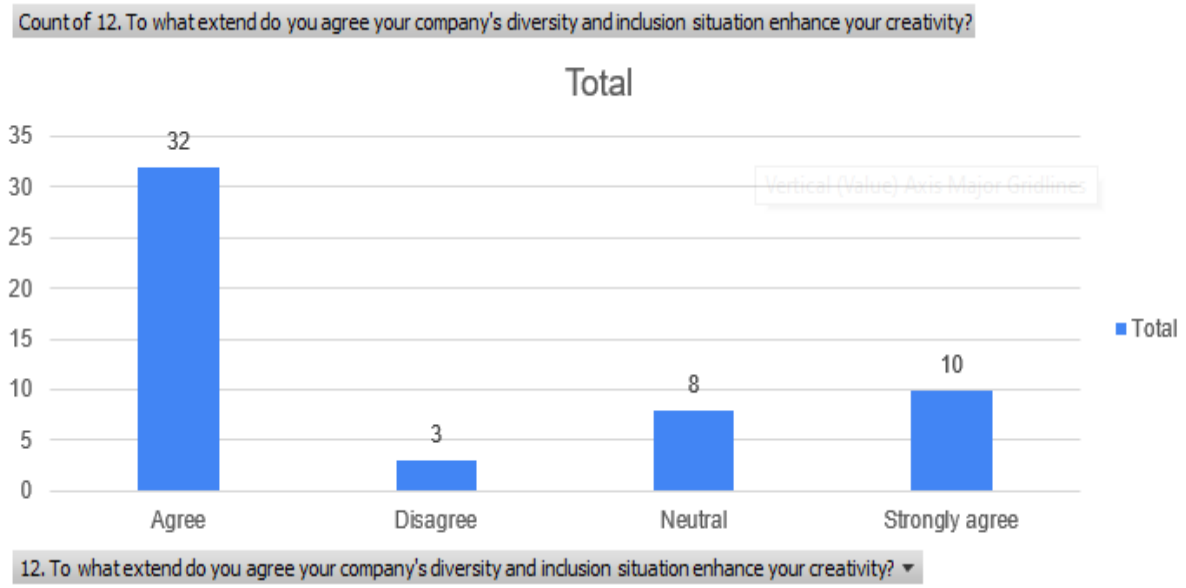

Figure 12 (source : the researcher)

Illustration:

The majority of respondents (60.4%), with a sizable minority (18.9%) strongly agreeing, believe that diversity and inclusion boost innovation. This shows that people believe that inclusive spaces are good for encouraging new ideas and original approaches to problems.

Table 13: Response of question 13

(Source : the researcher)

13. Do you agree that diversity and inclusion help you to be more enthusiastic at work ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	24	45.3	45.3	45.3
	Disagree	3	5.7	5.7	50.9
	Neutral	9	17.0	17.0	67.9
	Strongly Agree	15	28.3	28.3	96.2
	Strongly disagree	2	3.8	3.8	100.0
	Total	53	100.0	100.0	

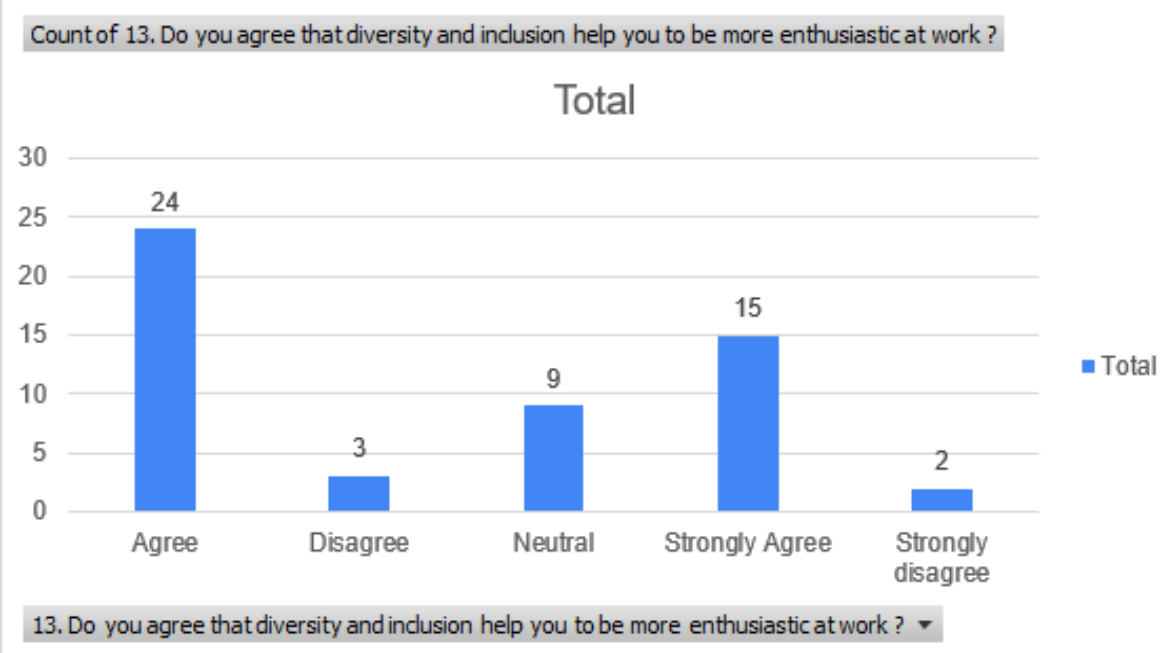

Figure 13 (source : the researcher)

Illustration:

According to the results, 45.3% of respondents agree and 28.3% strongly believe that diversity and inclusion have a good effect on workplace excitement. This is evidence of how a welcoming and varied workplace can inspire its members.

Table 14 : Response of question 14

(Source : the researcher)

14. Do you agree that diversity and inclusiveness remove prejudice among employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	22	41.5	41.5	41.5
	Disagree	4	7.5	7.5	49.1
	Neutral	9	17.0	17.0	66.0
	Strongly agree	18	34.0	34.0	100.0
	Total	53	100.0	100.0	

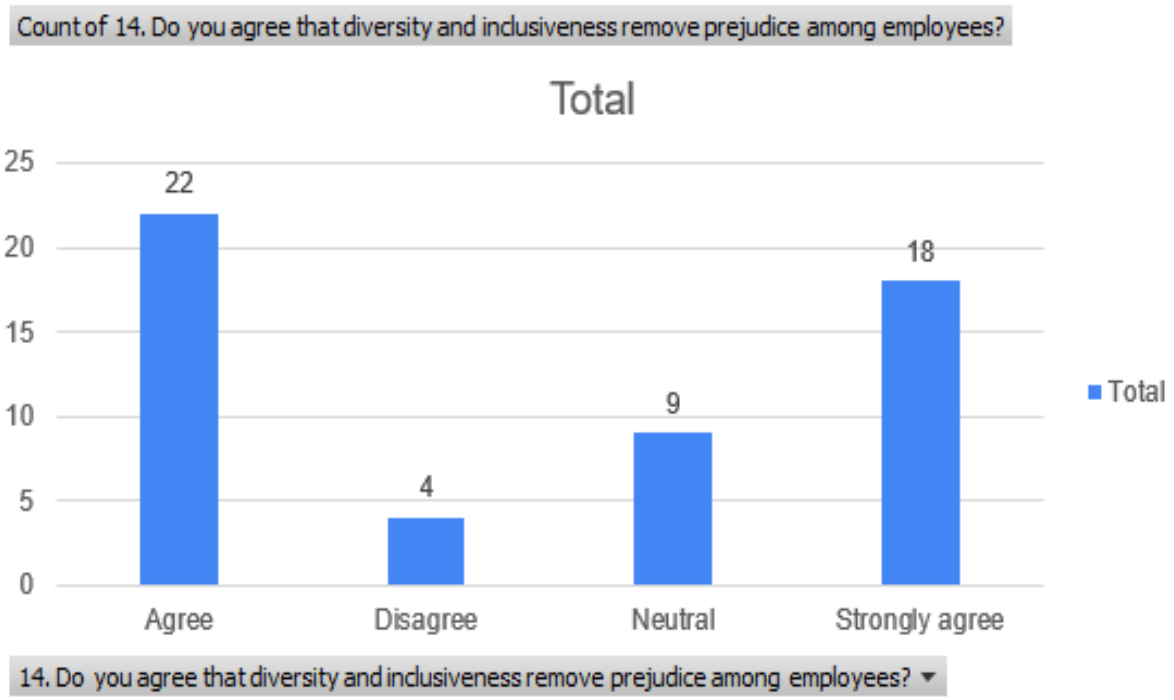

Figure 14 (source : the researcher)

Illustration:

Overall, 75.5% of people who took the survey think that diversity and inclusion programs help eliminate bias in the workplace. Of those people, 41.5% agree and 34.0% are very much in agreement. This shows how important these kinds of programs are for creating a peaceful workplace.

Table 15 : Response of question 15

(Source : the researcher)

15. Do you believe that workplaces that are inclusive and diverse foster greater decision - making?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	22	41.5	41.5	41.5
	Disagree	1	1.9	1.9	43.4
	Neutral	10	18.9	18.9	62.3
	Strongly agree	19	35.8	35.8	98.1
	Strongly disagree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

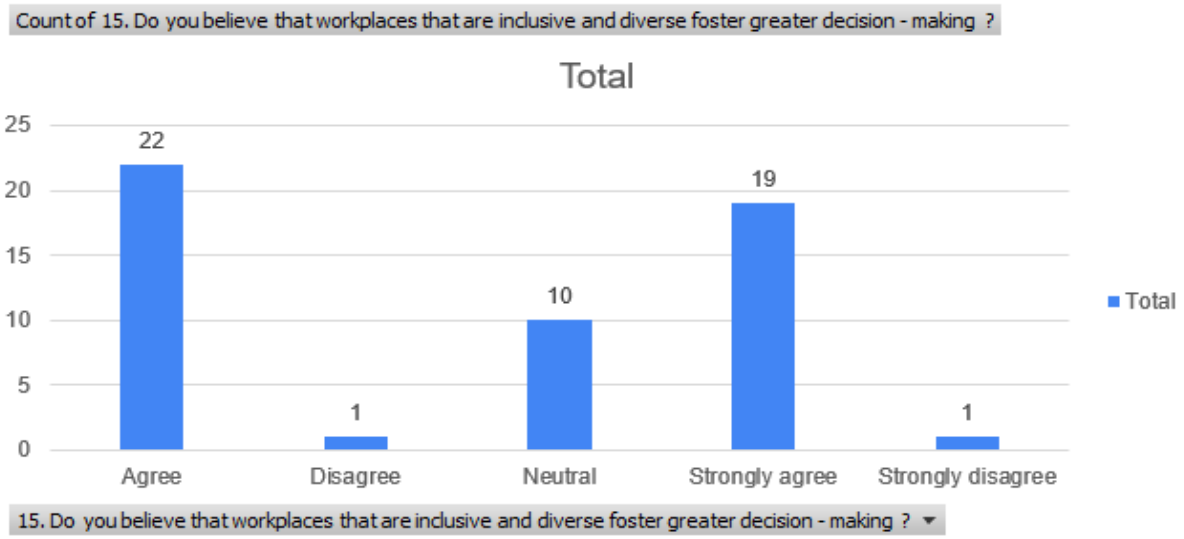

Figure 15 (source : the researcher)

Illustration:

Better decision-making is fostered by diverse and inclusive workplaces, according to the majority of respondents (41.5% agree and 35.8% strongly agree). This lends credence to the idea that many viewpoints help us make better, more well-rounded judgments.

4.3 Descriptive analysis of H3: Performance-related compensation has a positive connection with employee motivation.

The results highlight the importance of performance-based pay in motivating workers. Table 16 reveals that although 17.0% of respondents disagree, suggesting that performance-based pay should be better implemented, the majority of respondents (37.7% agree and 24.5% strongly agree) feel that their firm uses it. With 45.3% agreeing and 35.8% strongly agreeing, performance-based remuneration helps workers remain focused, according to Table 17. This proves that this kind of pay is useful for increasing occupational specialization. Table 18 also shows that performance-based compensation encourages workers to strike a balance between their professional and personal lives, with 50.9% of respondents agreeing and 28.3% strongly agreeing. It may be inferred from this that equitable pay structures enhance employee happiness and output.

Table 19 shows that competitive remuneration is powerful in motivating employees, with 50.9% agreeing and 34.0% strongly agreeing. This is in line with the commonly held view that financial incentives are crucial for keeping employees highly engaged. Similarly, Table 20 reveals that 52.8% of respondents agree and 34.0% strongly believe that remuneration increases enthusiasm towards work. This proves that when workers are well compensated, they are more motivated to put in extra effort at work. Table 21 concludes that performance-based compensation encourages originality, as 56.6% of respondents agreed and 24.5% strongly agreed. Money may motivate people to think outside the box and come up with novel solutions to problems, according to this. The results show that there is a strong positive correlation between performance-based pay and several aspects of employee motivation, such as concentration, passion, work-life balance, and innovation.

4.3.1 Findings

Table 16 : Response of question 16

(Source : the researcher)

16. Do you think that you get Performance- based compensation in your organisation ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	20	37.7	37.7	37.7
	Disagree	9	17.0	17.0	54.7
	Neutral	8	15.1	15.1	69.8
	Strongly agree	13	24.5	24.5	94.3
	Strongly disagree	3	5.7	5.7	100.0
	Total	53	100.0	100.0	

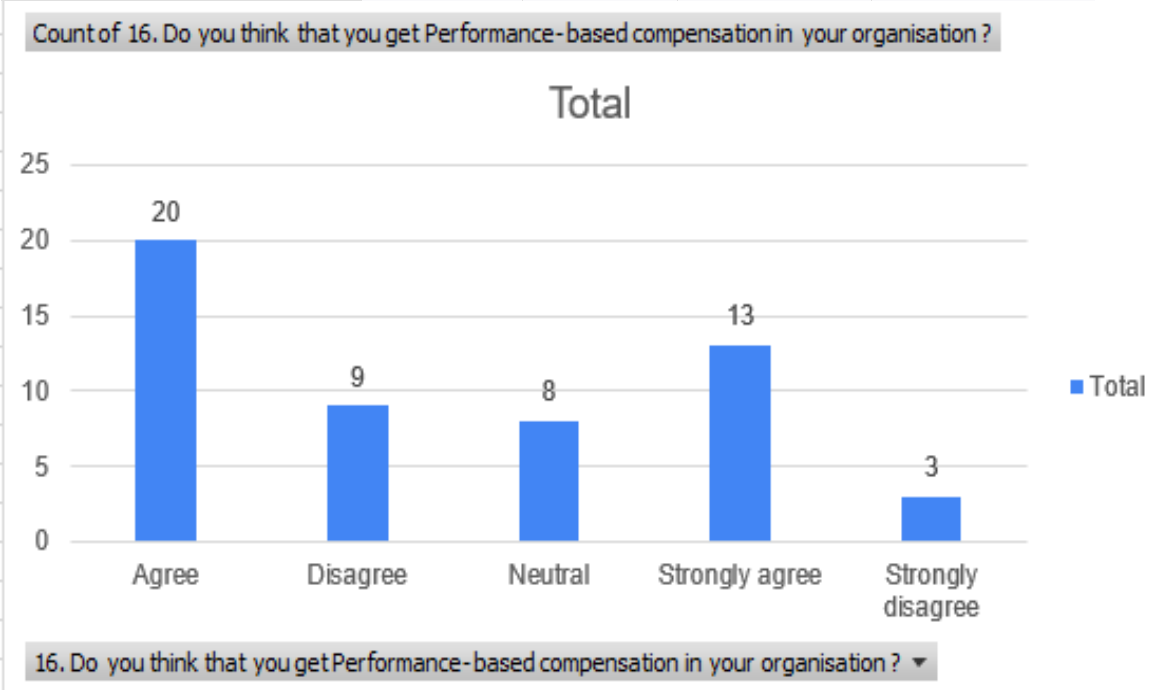

Figure 16 (source : the researcher)

Illustration:

The majority of respondents (37.7% agree and 24.5% strongly agree) believe that their firm uses performance-based remuneration. There seems to be some variation in the implementation of such principles, however, because 17.0% disagree.

Table 17 : Response of question 17

(Source : the researcher)

17. Do you think that Performance- based compensation help you to become more focused towards you work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	24	45.3	45.3	45.3
	Disagree	2	3.8	3.8	49.1
	Neutral	8	15.1	15.1	64.2
	Strongly Agree	19	35.8	35.8	100.0
	Total	53	100.0	100.0	

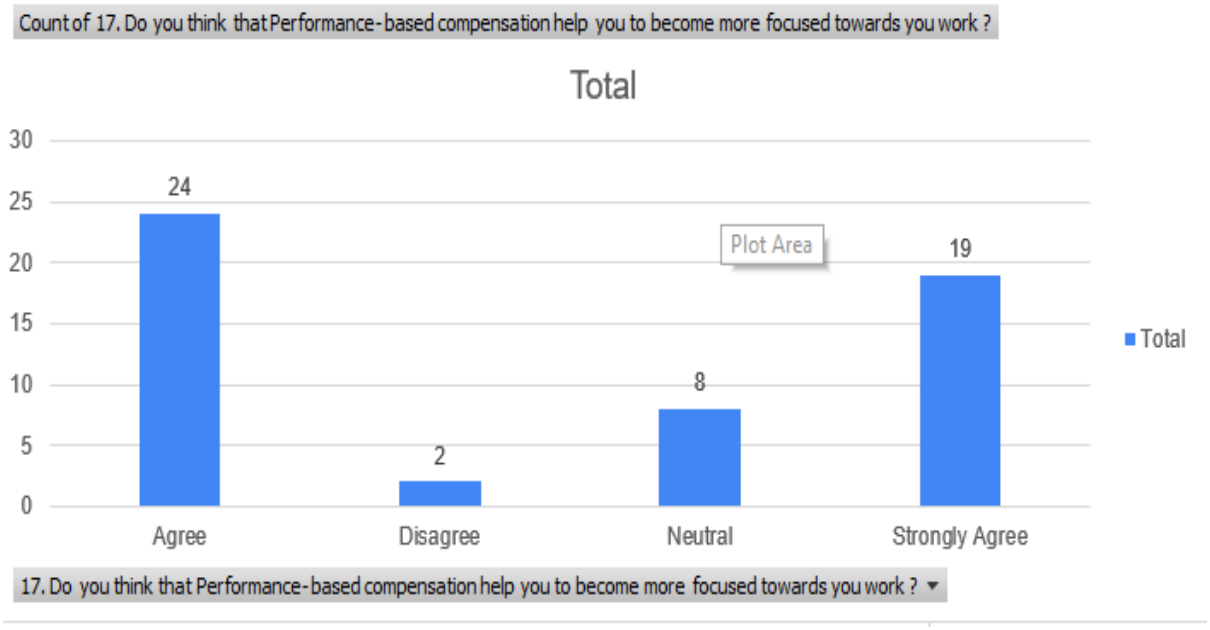

Figure 17 (source: the researcher)

Illustration:

Of those who took the survey, 45.3% agreed and 35.8% strongly agreed that performance-based remuneration helps keep employees focused on the job. This highlights the merits of performance-based remuneration as a motivator.

Table 18 : Response of question 18

(Source : the researcher)

18. Do you think performance-based compensation not only motivates employees but also provides them good work-life balance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	50.9	50.9	50.9
	Neutral	10	18.9	18.9	69.8
	Strongly agree	15	28.3	28.3	98.1
	Strongly disagree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

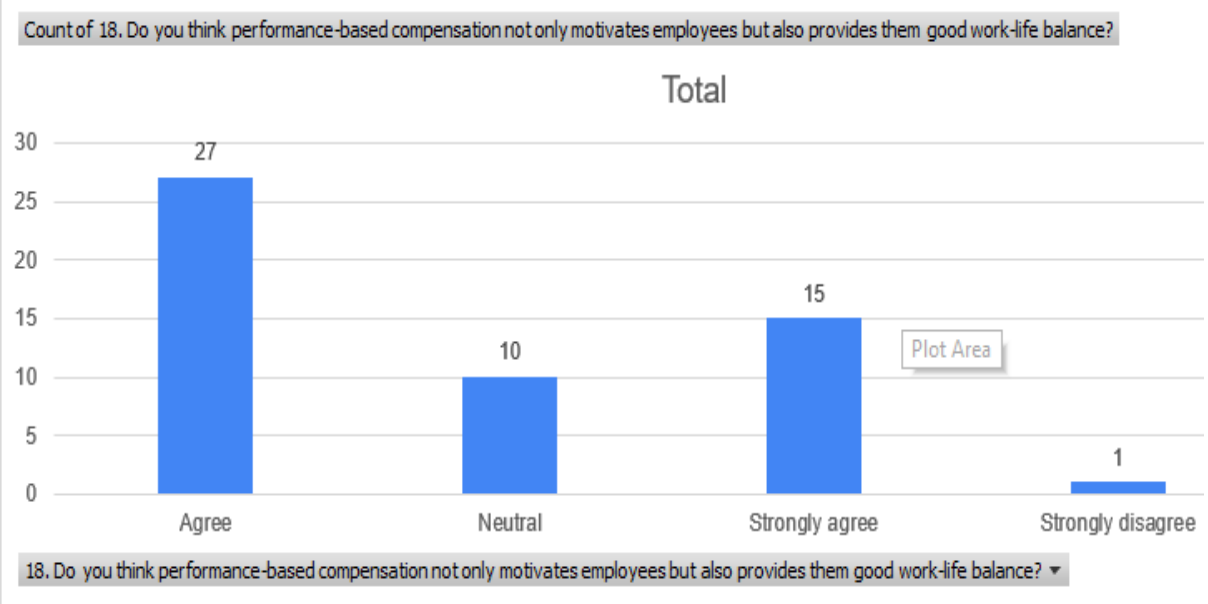

Figure 18 (source: the researcher)

Illustration :

Of those who have taken the survey, 50.9% agree and 28.3% strongly agree that performance-based remuneration helps with work-life balance. It may be inferred from this that fair pay systems can contribute to the happiness and efficiency of workers.

Table 19 : Response of question 19

(Source : the researcher)

19. Do you believe that offering competitive compensation and a substantial benefits package may increase employees' motivation ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	50.9	50.9	50.9
	Neutral	8	15.1	15.1	66.0
	Strongly agree	18	34.0	34.0	100.0
	Total	53	100.0	100.0	

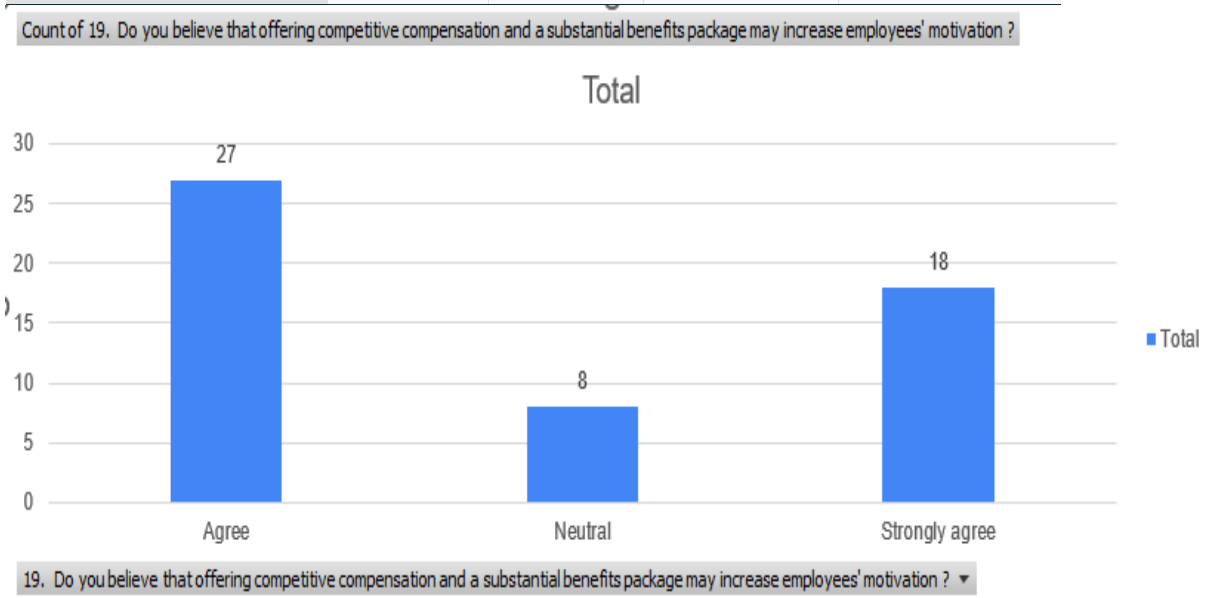

Figure 19 (source: the researcher)

Illustration:

A majority of respondents feel that competitive remuneration boosts motivation, with 50.9% agreeing and 34.0% strongly agreeing. The widespread belief that monetary incentives are critical to sustaining high levels of employee engagement is supported by this.

Table 20 : Response of question 20

(Source : the researcher)

20. Do you think that compensations help you to become more enthusiastic towards work ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	28	52.8	52.8	52.8
	Disagree	2	3.8	3.8	56.6
	Neutral	5	9.4	9.4	66.0
	Strongly agree	18	34.0	34.0	100.0
	Total	53	100.0	100.0	

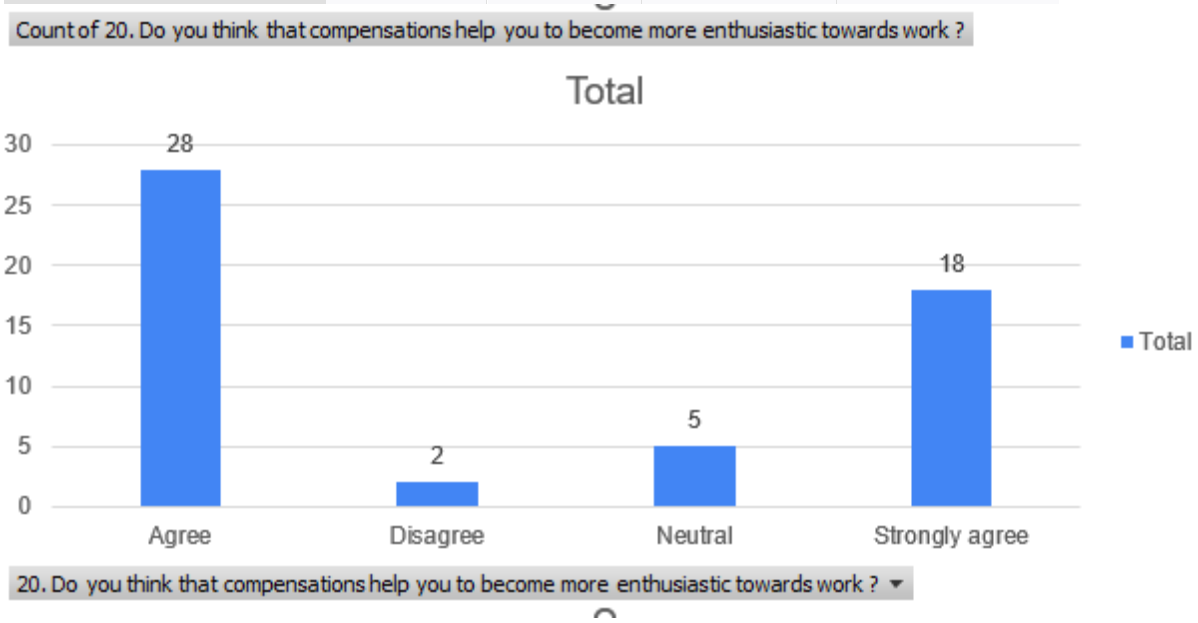

Figure 20 (source : the researcher)

Illustration:

With 52.8% agreeing and 34.0% strongly agreeing, most people think that money makes people more invested in their jobs. This further proves that paying employees a fair wage encourages them to put their best effort.

Table 21 : Response of question 21

(Source : the researcher)

21. Do you believe that Performance - based compensation help you to become more creative in you work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	30	56.6	56.6	56.6
	Disagree	3	5.7	5.7	62.3
	Neutral	7	13.2	13.2	75.5
	Strongly agree	13	24.5	24.5	100.0
	Total	53	100.0	100.0	

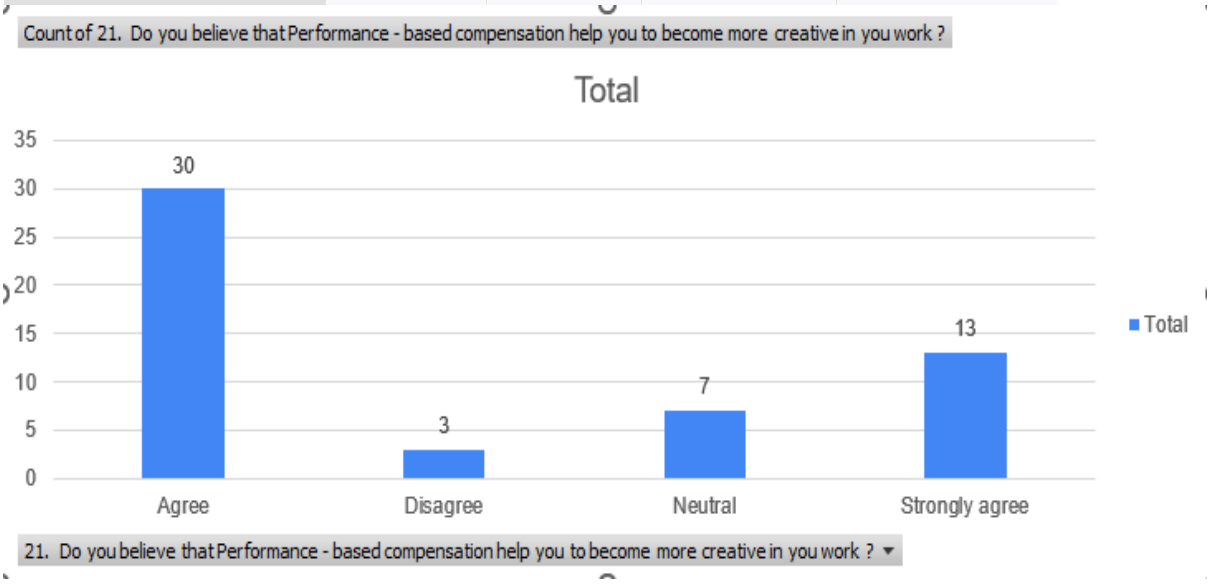

Figure 21 (source : the researcher)

Illustration:

Workplace innovation is boosted by performance-based remuneration, according to the majority of respondents (56.6% agree and 24.5% strongly agree). This suggests that monetary incentives have the potential to inspire creative problem-solving and new ways of thinking.

4.4 Descriptive Analysis of H4: Human resource management practices have a positive impact on employee motivation.

Human resource management (HRM) strategies that boost morale in the workplace have solid empirical backing. Table 22 shows that a large percentage of respondents (56.6% agree and 24.5% strongly agree) think that HRM practices boost creativity, that is, the function of HR in encouraging an inventive atmosphere. Table 23 highlights the significance of HR methods in sustaining productivity by demonstrating that HRM practices also enhance work focus, with 54.7% agreeing and 20.8% strongly agreeing. With 58.5% agreeing and 18.9% strongly agreeing, HRM practices boost work excitement, as seen in Table 24. This proves that HRM practices, when put into practice properly, may greatly increase engagement and morale among employees.

Moreover, as shown in Table 25, 66.0% agree and 17.0% strongly agree that HRM practices improve the capacity to adapt to new tasks and conditions. Effective human resource management does more than just inspire workers; it also gives them the tools they need to adapt to changing circumstances. All things considered, these results show how important HRM is for creating a motivated, focused, and flexible team. Organizations may foster an atmosphere that encourages and facilitates employee motivation via the use of strong HRM practices. This, in turn, increases productivity, creativity, and work satisfaction. Therefore, it is evident from these survey findings that there is a good link between HRM practices and employee motivation.

4.4.1 Findings:

Table 22 : Response of question 22

(Source : the researcher)

22. Do you think HRM practices improve employees creativity?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	30	56.6	56.6	56.6
	Disagree	3	5.7	5.7	62.3
	Neutral	6	11.3	11.3	73.6
	Strongly agree	13	24.5	24.5	98.1
	Strongly disagree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

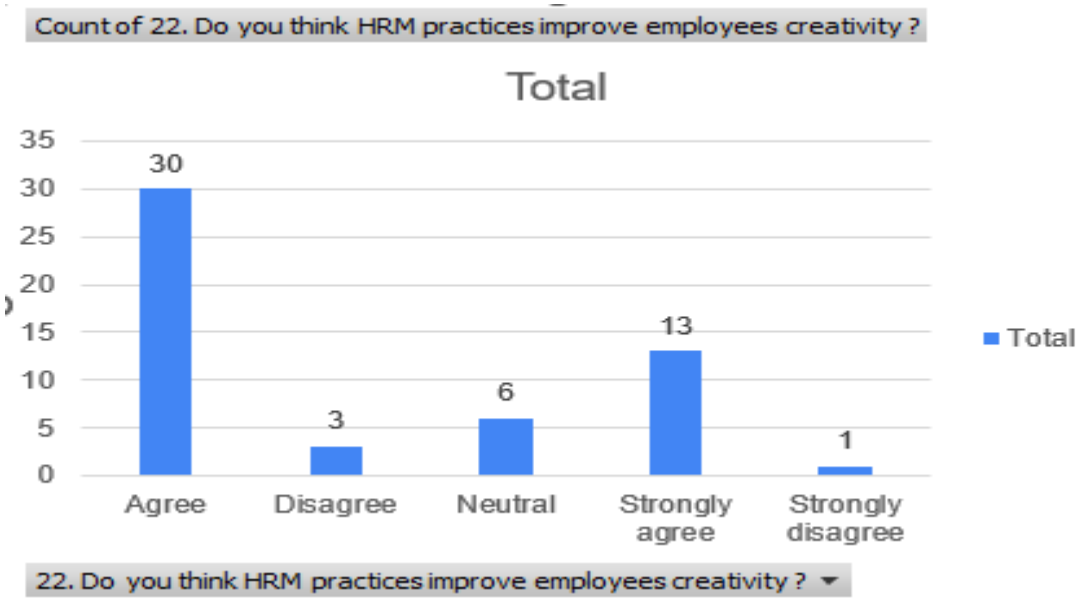

Figure 22 (source: created by researcher)

Illustration:

The majority of respondents (56.6% to be exact, with 24.5% giving the statement "strongly agree") believe that HRM practices boost innovation. This highlights the significance of good HRM in creating an atmosphere that encourages creative outputs.

Table 23 : Response of question 23

(Source : the researcher)

23. Do you think HRM practices make you more focused towards job ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	29	54.7	54.7	54.7
	Disagree	5	9.4	9.4	64.2
	Neutral	7	13.2	13.2	77.4
	Strongly agree	11	20.8	20.8	98.1
	Strongly disagree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

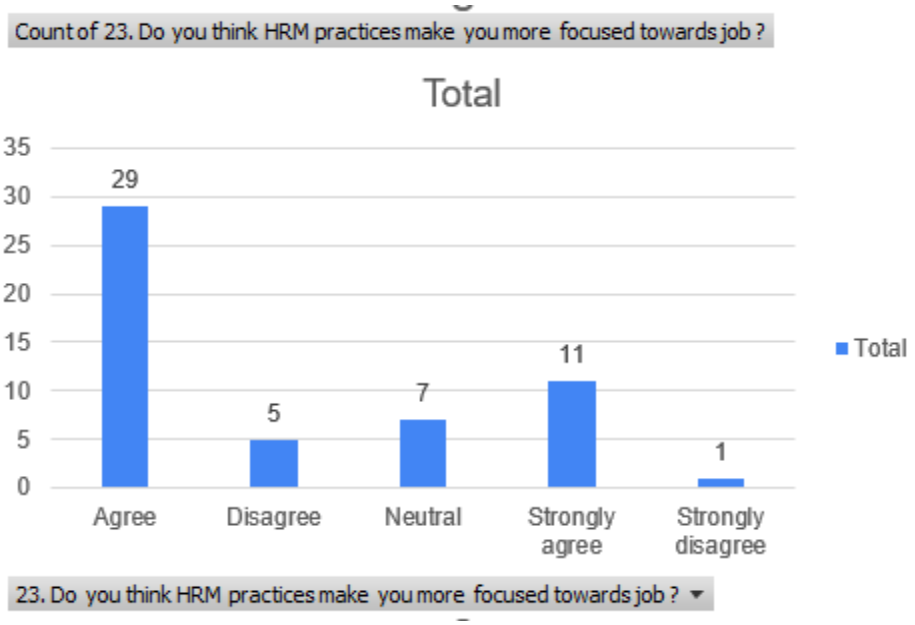

Figure 23(source: the researcher)

Illustration:

Human resource management techniques aid concentration, according to the majority of respondents (54.7% agree and 20.8% strongly agree). The significance of HR strategies that encourage employees to be focused and productive is underscored by this.

Table 24 : Response of question 24

(Source : the researcher)

24. Do you think HRM practices are useful for you to become more enthusiastic ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	31	58.5	58.5	58.5
	Disagree	4	7.5	7.5	66.0
	Neutral	8	15.1	15.1	81.1
	Strongly agree	10	18.9	18.9	100.0
	Total	53	100.0	100.0	

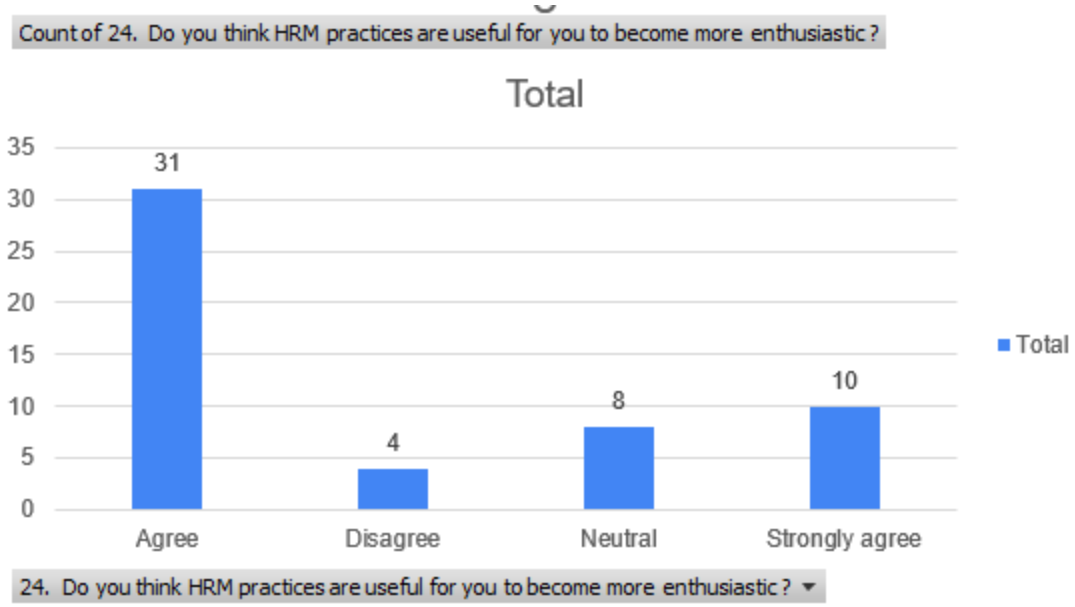

Figure 24 (source: the researcher)

Illustration:

The majority of people think that HRM practices make them more enthusiastic about their job (58.5% agree and 18.9% definitely agree). It is clear that well-structured HRM techniques have a motivating effect.

Table 25： Response of question 25

(Source : the researcher)

25. Do you think HRM practices enhance employee motivation to assist them in adjusting to new situations and tasks?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	35	66.0	66.0	66.0
	Disagree	2	3.8	3.8	69.8
	Neutral	6	11.3	11.3	81.1
	Strongly agree	9	17.0	17.0	98.1
	Strongly disagree	1	1.9	1.9	100.0

Total	53	100.0	100.0	

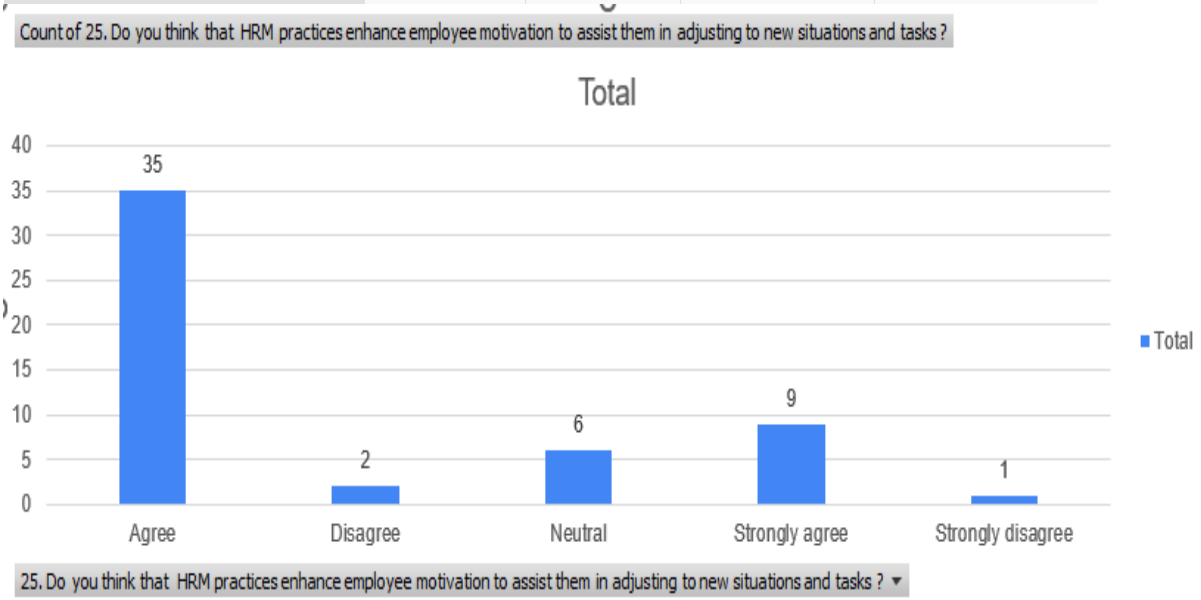

Figure 25 (source: created by researcher)

Illustration:

Human resource management strategies improve the capacity to adapt to novel circumstances and jobs, according to the majority of respondents (66.0% agree and 17.0% strongly agree). This exemplifies the advantages of successful HRM, which include adaptation and flexibility.

4.5 Descriptive Analysis of H5: Work from home is positively linked with work-life balance, which in turn affects employee motivation

The results of the survey to a multi-faceted connection between WFH, WLB, and employee motivation. Table 26 reveals that most people are aware of WFH procedures; this is supported by the fact that 49.1% agree and 30.2% strongly agree that it is widely recognized and used. Policies that encourage a healthy work-life balance are necessary, as seen in Table 27, where 41.5% agree and 24.5% strongly agree that it is important to keep one's attention on one's job. Table 28 also shows that people had different opinions on how WFH affects excitement; although 28.3% agreed and 24.5% strongly agreed, 17.0% disagreed, indicating that WFH may not consistently increase motivation. According to Table 29, 35.8% of respondents agreed and 17.0% strongly agreed that WFH promotes creativity, while 17.0% disagreed. This suggests that the advantages of remote

work on creativity may be contingent on variables such as the person or the setting. Table 30 offers similar results, showing that 47.2% agreed and 9.4% strongly agreed that WFH enhances work-life balance. However, a substantial 32.1% remained indifferent, suggesting that people's experiences are varied. Table 31 shows that initiatives to improve remote workers' work-life balance have widespread support, with 50.9% agreeing and 17.0% strongly agreeing. According to Table 32, there is a split in opinion on the relative merits of remote versus in-office work. While 35.8% of respondents agree, 22.6% disapprove. Last but not least, Table 33 displays a range of opinions on WFH's capacity to enhance work focus: 22.6% are in agreement, 22.6% are firmly in agreement, and 28.3% are indifferent. In order to improve work-life balance and, by extension, employee motivation, these results highlight the need for customized WFH initiatives.

4.5.1: Findings:

Table 26 : Response of question 26

(Source : the researcher)

26. Are you familiar with work-from-home (WFH) practice ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	26	49.1	49.1	49.1
	Disagree	2	3.8	3.8	52.8
	Neutral	8	15.1	15.1	67.9
	Strongly agree	16	30.2	30.2	98.1
	Strongly disagree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

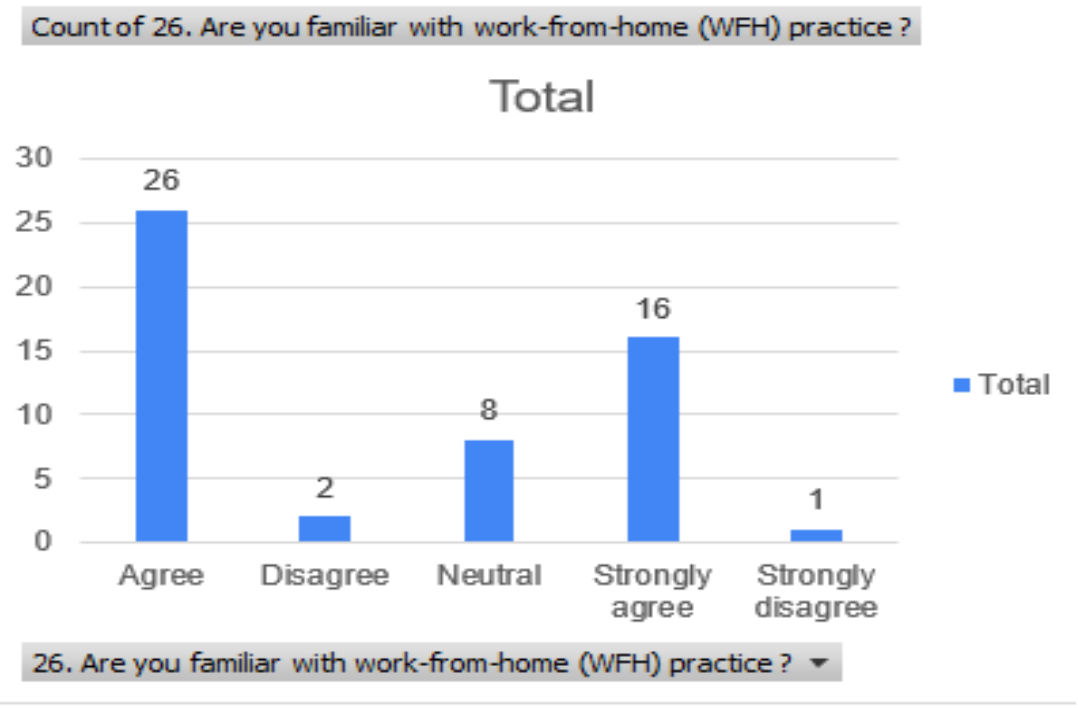

Figure 26 (source: the researcher)

Illustration:

A considerable portion of the participants are aware of WFH practices, as seen by the fact that 49.1% agree and 30.2% strongly agree, demonstrating its increasing popularity and adoption.

Table 27 : Response of question 27

(Source : the researcher)

27. Do you believe that work life balance is important to stay focused at work ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	22	41.5	41.5	41.5
	Disagree	9	17.0	17.0	58.5
	Neutral	8	15.1	15.1	73.6
	Strongly agree	13	24.5	24.5	98.1
	Strongly disagree	1	1.9	1.9	100.0

	Total	53	100.0	100.0	

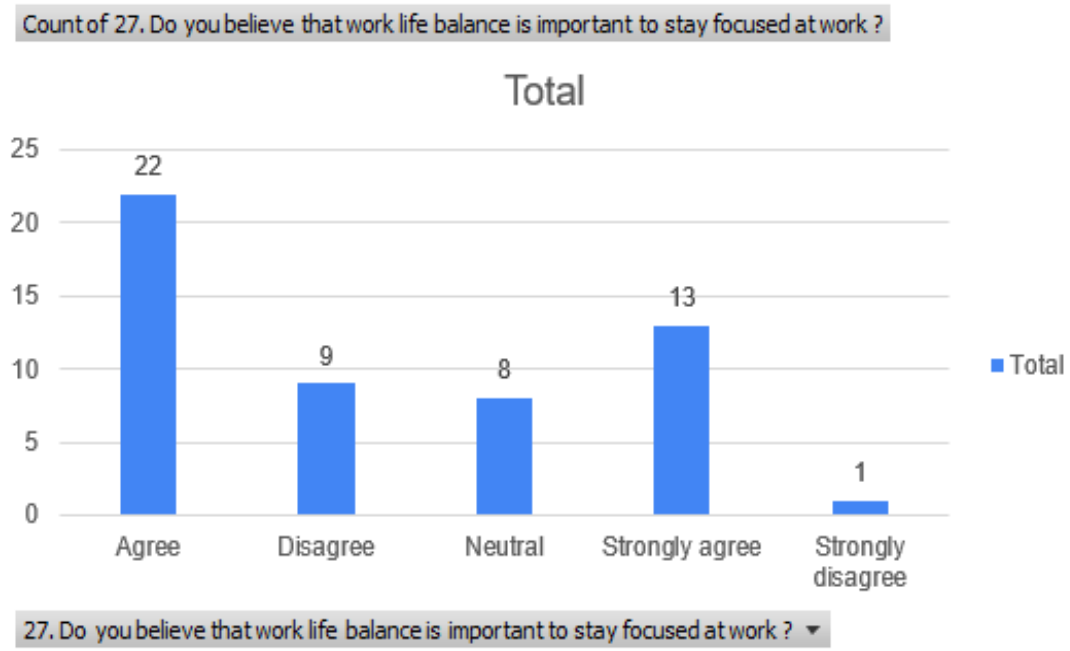

Figure 27 (source: the researcher)

Illustration:

For most people, maintaining a healthy work-life balance is essential to maintaining concentration on the job (41.5 percent agree and 24.5 percent strongly agree). All the more reason to enact regulations that help people strike a good work-life balance.

Table 28 : Response of question 28

(Source : the researcher)

28. Do you think that Work from Home helps you to more enthusiastic towards your work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	15	28.3	28.3	28.3
	Disagree	9	17.0	17.0	45.3
	Neutral	11	20.8	20.8	66.0

	Strongly agree	13	24.5	24.5	90.6
	Strongly disagree	5	9.4	9.4	100.0
	Total	53	100.0	100.0	

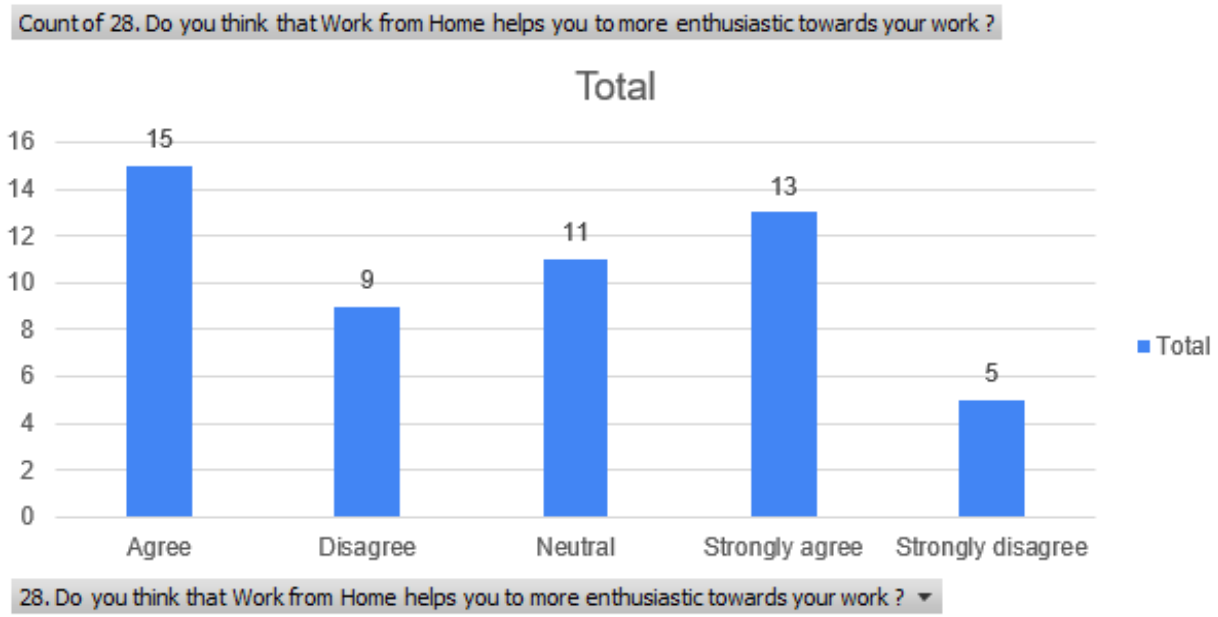

Figure 28 (source: the researcher)

Illustration:.

Of those who took the survey, 28.3% agreed, 24.5% strongly agreed, and 17.0% disagreed that WFH increased excitement. This indicates that people's perceptions of the effect of remote work on motivation.

Table 29 : Response of question 29

(Source : the researcher)

29. Do you believe that Work from Home foster more creativity to perform task at work ?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	19	35.8	35.8	35.8
	Disagree	9	17.0	17.0	52.8

	Neutral	13	24.5	24.5	77.4
	Strongly agree	9	17.0	17.0	94.3
	Strongly disagree	3	5.7	5.7	100.0
	Total	53	100.0	100.0	

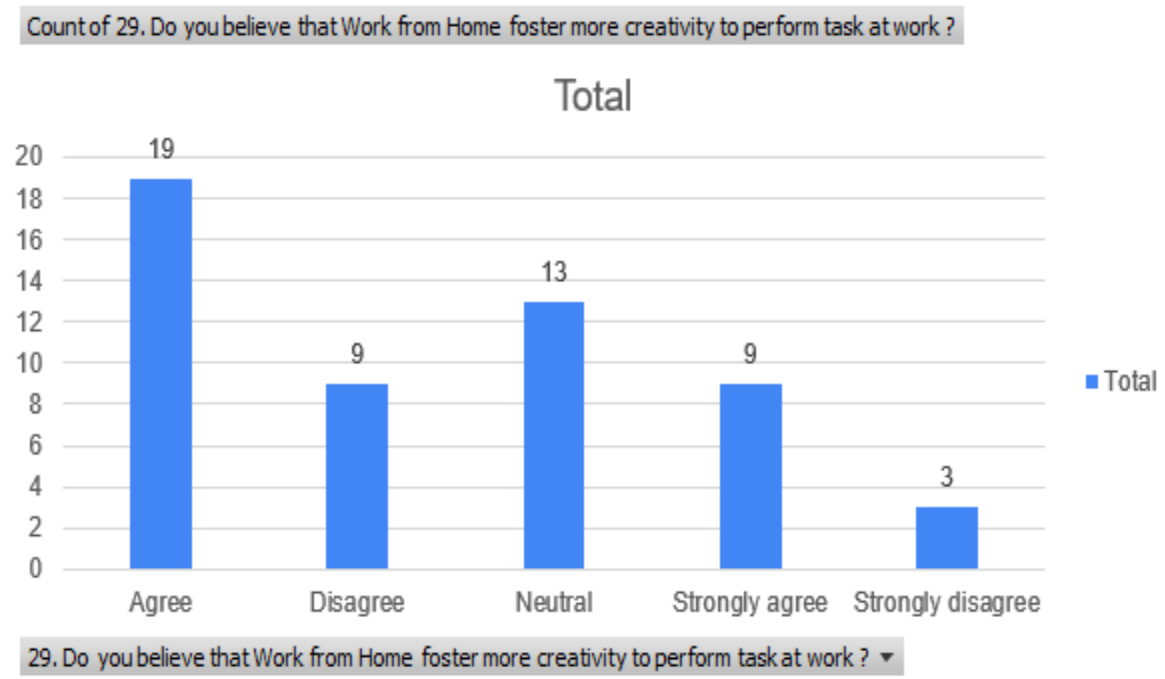

Figure 29 (source: the researcher)

Illustration:

When asked whether WFH encourages creativity, 35.8% of people said yes, 17.0% said yes strongly, and 17.0% said no. This shows how important it is to develop individualized strategies for remote work in order to boost innovation.

Table 30 : Response of question 30

(Source : the researcher)

30. Does WFH can improve the work-life balance of employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	25	47.2	47.2	47.2

	Disagree	4	7.5	7.5	54.7
	Neutral	17	32.1	32.1	86.8
	Strongly agree	5	9.4	9.4	96.2
	Strongly disagree	2	3.8	3.8	100.0
	Total	53	100.0	100.0	

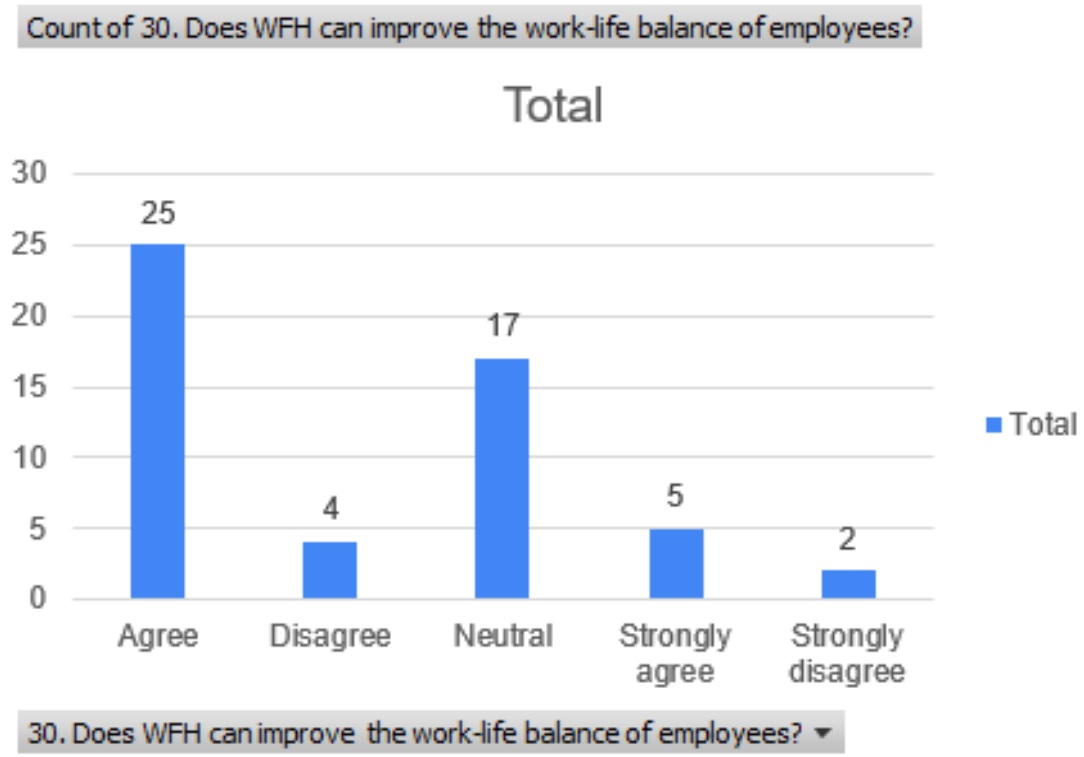

Figure 30 (source: the researcher)

Illustration:

Although a large part of respondents (32.1% indifferent) may indicate different experiences, the majority of respondents (47.2% agree and 9.4% strongly agree) believe that WFH improves work-life balance.

Table 31 : Response of question 31

(Source : the researcher)

31. Do you think that Businesses should put new policies in place to support remote employees in striking a better work-life balance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	50.9	50.9	50.9
	Disagree	2	3.8	3.8	54.7
	Neutral	14	26.4	26.4	81.1
	Strongly agree	9	17.0	17.0	98.1
	Strongly disagree	1	1.9	1.9	100.0
	Total	53	100.0	100.0	

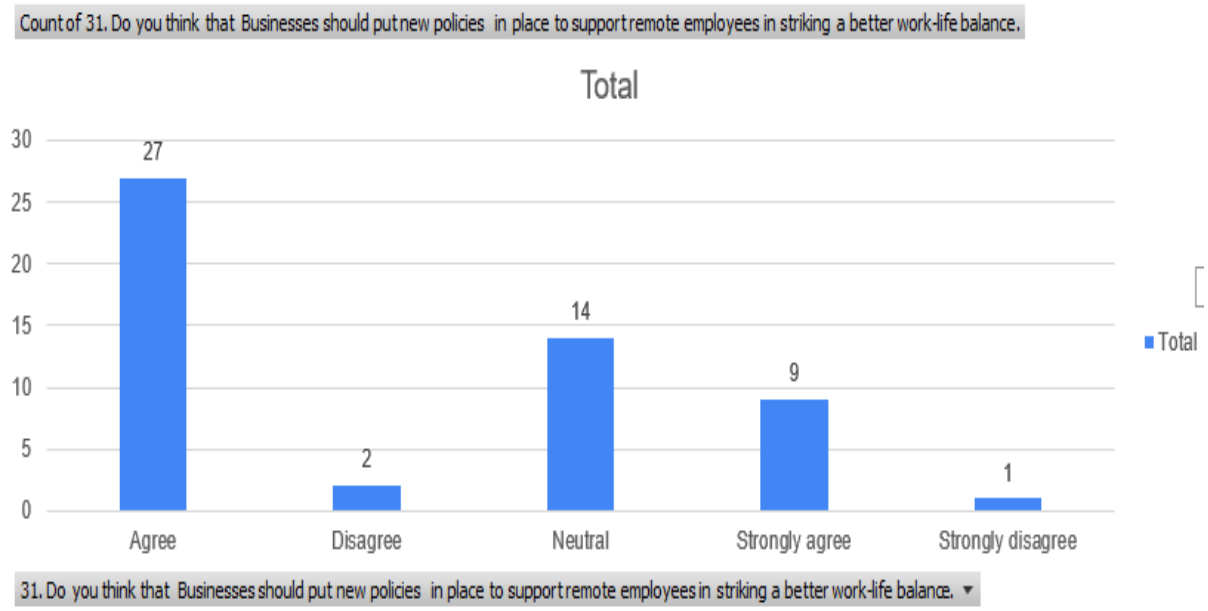

Figure 31 (source: the researcher)

Illustration:

Businesses should institute measures to help remote workers strike a better work-life balance, according to most respondents (50.9% agree and 17.0% strongly agree)

Table 32 ：Response of question 32

(Source : the researcher)

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32. Do you believe that remote working is better than office setting?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	19	35.8	35.8	35.8
	Disagree	12	22.6	22.6	58.5
	Neutral	9	17.0	17.0	75.5
	Strongly agree	8	15.1	15.1	90.6
	Strongly disagree	5	9.4	9.4	100.0
	Total	53	100.0	100.0	

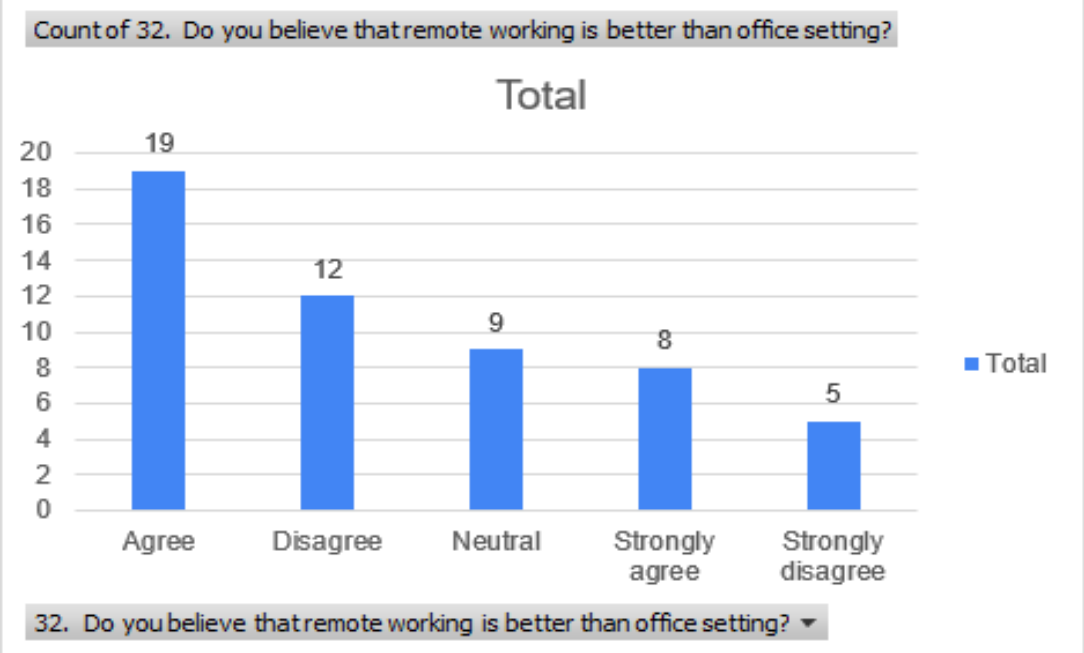

Figure 32(source : created by researcher)

Illustration:

With 35.8% thinking it's better than working in an office, and 22.6% disagreeing, opinions on the subject are divided. This exemplifies the never-ending discussion on the ideal workplace.

Table 33 : Response of question 33

(Source : the researcher)

33 . Do you think that WFH makes employees more focused to do their jobs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	12	22.6	22.6	22.6
	Disagree	8	15.1	15.1	37.7
	Neutral	15	28.3	28.3	66.0
	Strongly agree	12	22.6	22.6	88.7
	Strongly disagree	6	11.3	11.3	100.0
	Total	53	100.0	100.0	

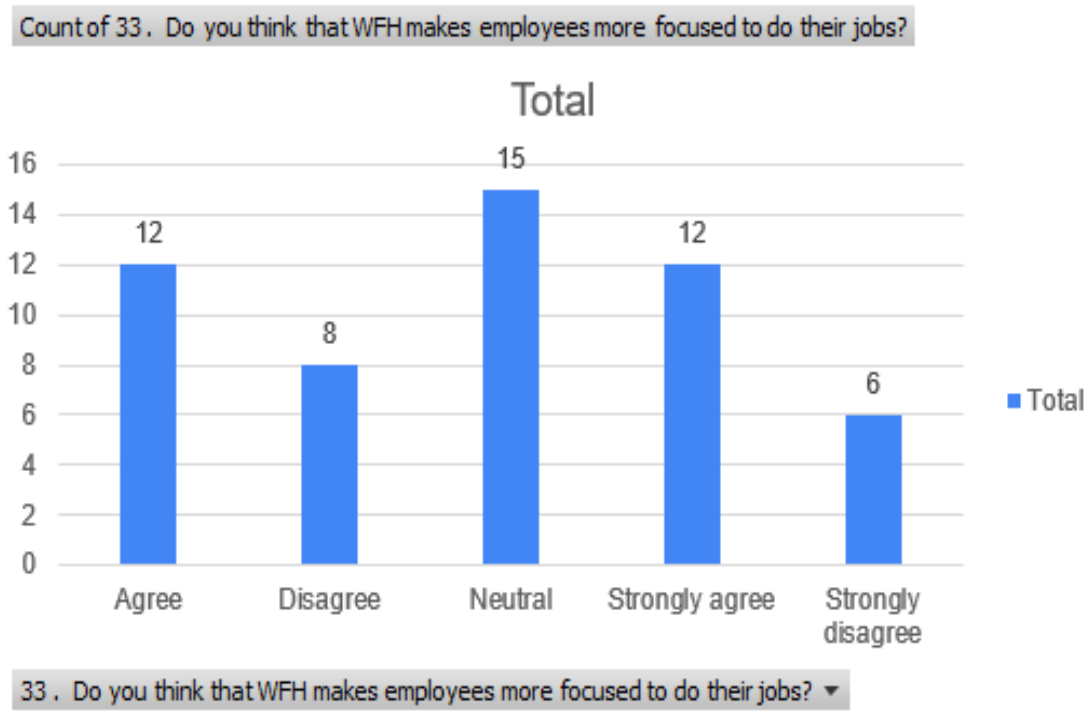

Figure 33 (source : the researcher)

Illustration:

When asked whether WFH helps workers concentrate, responses were mixed: 22.6% said it did, 28.3% were unsure, and 22.6% definitely agreed. This points to a variety of backgrounds and experiences, which may need tailored approaches to remote employment.

Chapter- 5 Discussion

5.1 Hypothesis 1: Effective training is positively associated with employee motivation.

It is believed that good training will offer workers the information and abilities they need, which should improve their performance and happiness on the job. This hypothesis was tested by collecting data showing that after training, workers feel more confident and competent in their positions, which should increase their motivation. As shown in findings , 86.8% of participants believed that receiving training improved their ability to do their jobs. After receiving training, 83% of employees said they felt greater enthusiasm about their work. Training was thought to help people sustain their focus by 71.7% of respondents. According to 81% of respondents, training increased their creativity. The notion that efficient training has a favourable relationship with employee motivation is amply supported by these results. Therefore , this hypothesis has been accepted .

5.2 Hypothesis 2: Diversity and Inclusion are positively correlated with employee motivation.

The results given in section 4.2 provide substantial evidence in favour of the premise that inclusion and diversity have a favourable effect on employee motivation. Table 10 demonstrates, for example, that a sizeable percentage of workers are aware of their employer's commitment to diversity and inclusion (50.9% agree and 17.0% strongly agree). In addition, as shown in Table 11, a majority of respondents (49.1% agree and 24.5% strongly agree) feel that diversity and inclusion initiatives improve attention and performance. In addition, sixty-four per cent agree and eighteen cent strongly agree that diversity and inclusion policies increase innovation, and forty-five per cent agree and thirty-eight per cent strongly agree that these practices increase excitement at work, according to Tables 12 and 13, respectively. Tables 14 and 15, respectively, show that diversity aids in reducing prejudice and improves decision-making. We accept H2 since the results were consistently favourable across many dimensions of employee motivation.

5.3 Hypothesis 3: Performance-related compensation has a positive connection with employee motivation.

H3 is borne out by the evidence. Table 16 shows that most people think their company uses performance-based pay; 37.7% agree and 25.0% strongly agree. Table 17 further reveals that such pay helps workers concentrate (45.3% agree and 35.8% strongly agree). Tables 18 and 19

show that performance-based pay has a beneficial effect on work-life balance and overall motivation. There is a large agreement rate of 50.9% for work-life balance and 28.3% for competitive compensation. According to Table 20, 52.8% of people agree and 34.0% strongly agree that remuneration increases excitement towards work, and in Table 21, 56.6% agree and 25.0% strongly agree that it stimulates innovation. Employee motivation is favourably correlated with performance-related remuneration, so the hypothesis is accepted.

5.4 Hypothesis 4: Human resource management practices have a positive impact on employee motivation.

Table 22 shows that a large majority of respondents (56.6% agree and 25.0% strongly agree) believe that HRM practices greatly enhance creativity. The results demonstrate that these techniques improve work attention, as shown in Table 23 (54.7 per cent agree and 20.8 per cent strongly agree). Both Table 24 and Table 25 show that HRM practices increase job enthusiasm (58.5% agree and 18.9% strongly agree) and situational adaptability (66.0% agree and 17.0% strongly agree), respectively, in the workplace. Acceptance of H4 is due to the consistently favourable replies across four dimensions, which show that HRM practices have a beneficial influence on employee motivation.

5.5 Hypothesis 5: Work from home is positively linked with work-life balance, which in turn affects employee motivation.

Nearly half of the respondents (49.1%) and a third of the respondents (30.2%) are aware of WFH procedures, according to Table 26. To stay focused on the job, the majority of workers (41.5% agree and 24.5% strongly agree; see Table 27) think that work-life balance is important. But as you can see from Tables 28 and 29, people have different thoughts on whether WFH boosts passion and inventiveness. There isn't a unanimous agreement on whether WFH is better than office settings (Table 32) or if it helps focus (Table 33), but most people agree that it improves work-life balance (47.2% agree and 9.4% strongly agree) and that companies should support it (50.9% agree and 17.0% strongly agree). The results show that while WFH helps many people achieve a better work-life balance, its effect on motivation as a whole varies, leading us to partly accept H5.

Further, any company's success hinges on its ability to motivate its employees. When workers feel appreciated and valued, they go above and above in their jobs. The possibilities for professional growth and learning are a great approach to boosting morale in the workplace. Establishing a

learning environment, giving mentoring services, promoting cross-training, delivering evaluation and acknowledgement, and giving training possibilities are the tactics that will increase staff inspiration via training and growth. Workers who have opportunities for development and education in their roles are more invested in their jobs as well as inclined to go above and beyond. Offering training programs is an excellent method to demonstrate employees' encouragement for their professional advancement and growth (Girdwichai and Sriviboon, 2020).

Challenges are better tackled when employees of different backgrounds include individuals from all walks of life and all stages of life's development. The ability to innovate, inventiveness, and analytical thinking were benefits gained from inclusion in the workplace since diverse teams can capitalize on a greater variety of viewpoints and expertise to generate fresh, original ideas. Furthermore, they are more invested in their job. Whenever workers feel like they belong, they're more invested. Workers can give their all when they are comfortable on the job, which leads to better output (Rawski and Conroy, 2020).

People who work for an organization are crucial to its success since the firm would fail without people. The problem is that workers are often ignored while management demands greater and superior performance from them. Despite this, employees often leave their positions because their employers fail to recognize that they are human beings who require praise and compensation to endure. Being a human resources manager, one has the power to make changes that will make the employees happy and content. If they want their employees to be happier, more motivated, and more productive, human resources effective practices can help (Hajialiet al., 2022). If HR managers want their employees to operate at their best and grow professionally, consider implementing any of these initiatives and procedures, which range from short-term compensation schemes to long-term personal growth programs (Alsafadi and Altahat, 2021). HR managers often face the challenge of maintaining high morale while simultaneously motivating their staff. To make certain that the rules and tactics that HR develops work, there has to be effective interaction across divisions, because HR experts are seldom given a direct look at workers' success as sales supervisors or upper management. It is critical to try out several approaches to employee participation, inspiration, and enthusiasm. Keep in consideration that the employees are

individuals and therefore their incentive and morale-boosting techniques should be flexible enough to adjust to diverse situations (Ghosh, 2023).

People who work for an organization care about its success because they have faith in it. That kind of motivation is sadly lacking among some of our staff. Companies with strong human resources teams have discovered that attractive wages and perks motivate workers, who in turn contribute more to the company's success (Kalogiannidis, 2021). Workers who get excellent benefits and salaries are more invested in their work and less inclined to seek employment elsewhere and reduces staff turnover overall.

Chapter- 6 Conclusion and Recommendation

6.1 Introduction

The study concludes with a discussion of potential solutions to the primary research objectives in this chapter. In this section, readers will come across both an overview of the study and an evaluation of its results. Recommendations for further study on the subject of the dissertation are also laid down in the chapter.

6.2 Conclusion

In context to research objective 1, it can be concluded that Human resource management (HRM) strategies that boost staff efficiency have a direct impact on a company's bottom line. Preserving the organization's image and minimizing the danger of lawsuits are both achieved by ensuring that it follows moral and legal norms. As a key component of change management, HRM enables firms to adjust to changing market circumstances and worker characteristics. people resource management, in its most basic form, is essential to attracting, retaining, and maximizing a company's people resources (Jawaad et al., 2019).

In context to research objective 2, it can be concluded that inspiring a work environment that prioritizes staff satisfaction benefits the whole business. The staff will feel more invested in the company's success and more valued if HR fosters effective management and good enthusiasm. As a result, workers were more inclined to approach their tasks with a positive attitude and creative thinking, which boosts efficiency and ensures that commitments are met (Win, 2023). Committed groups often have lower turnover rates, fewer instances of inactivity, and stronger retention of staff, which in effect reduces the expenses to the company's bottom line. The importance of human resources in boosting happiness and inspiration among workers is crucial. Providing transparent incentive systems, development strategies, and advancement pathways is a method of encouraging workers for the future, which is a benefit that any business wants.

In context to research objective 3, it can be concluded that diversity and inclusion are important since they are two sides of the same coin; a corrosive environment may emerge from a lack of inclusiveness, and a firm can become sluggish and ineffective if it lacks diversification. More and more businesses are emphasizing inclusion yet some still fail to see the importance of inclusiveness. Workers are more engaged and effective in an environment that is inclusive and diverse because they feel like they belong there. When it comes to company results, creativity, and

decision-making, companies that embrace D&I methods earn enormous benefits (Dawson et al., 2024).

In context to research objective 4, it can be concluded that companies utilize payroll administration techniques and procedures to ensure that workers get fair and equal benefits and salaries. Establishing pay systems, deciding on advancements and increases, and maintaining a competitive employment environment are all part of HRM's compensation benefits. A comprehensive familiarity with the company's goals and plans, the job market, pay-related legislation, and industry-standard procedures is essential for effective salary administration. It includes keeping workers in the loop on salary decisions, analyzing methods of payment frequently, and creating rules and processes to follow when making decisions. Recruitment and retention of the best workers, employee engagement and motivation, cost management, and satisfying regulatory obligations are all aided by favourable wage and benefit packages, which are of paramount importance to human resources (Lu et al., 2023). Workers in human resources may further their education and expertise in the field by enrolling in relevant accreditation programs, courses, and conferences.

In context to research objective 5, it can be concluded that A greater ability to choose when and how you perform duties is a major advantage of remote employment. Workers may use the opportunity to operate virtually by setting their schedules while operating from the comfort of their own homes, allowing them to better balance both their personal and professional lives. Most people employed virtually believe that they can achieve a greater equilibrium between work and personal life because of it. They are free to plan each day according to how they see fit, allowing them to maximize efficiency, focus on what matters most, and yet make time for themselves. Operating remotely allows employees to strike a greater equilibrium between work and personal life, which is the primary and biggest advantage. Since workers aren't stuck to a desk throughout the day, they're free to plan their days as they see fit, which means they have time to spare for friends and family.

6.3 Recommendation

The HRM practices that can be recommended in the study to enhance employee motivation are:

1. Human resources may encourage workers outside of the realm of intrinsic advantages like personnel awards by giving them more autonomy over their employment schedules, greater

input possibilities, better performance tracking, and other benefits. Additionally, there are a plethora of easy methods that HR may use to increase the inspiration of employees in the near term, monitor changes in efficiency, and inspire employees during crucial occasions.

2. Establishing a favourable work environment can be of paramount importance for motivating employees. Workers are more motivated when they feel respected and appreciated. HRM plays a role in creating this kind of workplace by promoting diversity and inclusion, encouraging collaboration among staff members, and providing opportunities for both professional and interpersonal development.
3. An attractive benefit and salary plan is a key component to attracting and retaining top talent. To guarantee that employees are paid a fair wage, the HR department should regularly survey the marketplace (Camilleri et al., 2023). As a result, it could become easier to foster an environment where bosses feel valued, acknowledged, and compensated for their efforts.
4. People work hard because they want to feel like they're making progress in their careers. Human resource management may play a pivotal role in meeting this demand by providing several opportunities for advancement. Education and growth initiatives, mentorship schemes, and laid-out career paths are all examples of what may fall under this category.
5. For future research, it can be recommended that HR managers ensure that every employee should be focused on their future growth and development which motivates them to maintain interest in their job responsibility.
6. Further, it can be recommended for future research to evaluate different motivational factors that help the employee maintain interest in their job roles. HR managers should ensure that they are providing proper intrinsic and extrinsic rewards to workers to boost their motivation.

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Appendix- Questionnaire

1. What's your age?

2. What is your gender?

3. What is your education level?

4. Please rate your own competence in your current position.

5. How many training days have you received in the last 2 years?

6. Do what extend do you agree that the training you received helped you to do your job better?

7. Do you agree that the training you received helps you to be more enthusiastic at work?

8. Do you agree that the training you received helps you stay focused better at work?

9. Do you agree that the training you received helps you to be more creative at work?

10. Do you think that your company focus on diversity and inclusion?

11. Do you believe that diversity and inclusion in the company help you to stay focused for better performance?

12. To what extend do you agree your company's diversity and inclusion situation enhances your creativity?

13. Do you agree that diversity and inclusion help you to be more enthusiastic at work?

14. Do you agree that diversity and inclusiveness remove prejudice among employees?

15. Do you believe that workplaces that are inclusive and diverse foster greater decision-making?

16. Do you think that you get Performance-based compensation in your organisation?

17. Do you think that Performance- based compensation helps you to become more focused towards your work?

18. Do you think performance-based compensation not only motivates employees but also provides them good work-life balance?

19. Do you believe that offering competitive compensation and a substantial benefits package may increase employees' motivation?

20. Do you think that compensations help you to become more enthusiastic towards work?

21. Do you believe that Performance-based compensation helps you to become more creative in you work?

22. Do you think HRM practices improve employees' creativity?

23. Do you think HRM practices make you more focused towards job?

24. Do you think HRM practices are useful for you to become more enthusiastic?

25. Do you think that HRM practices enhance employee motivation to assist them in adjusting to new situations and tasks?

26. Are you familiar with work-from-home (WFH) practice?

27. Do you believe that work-life balance is important to stay focused at work?

28. Do you think that Working from Home helps you to be more enthusiastic towards your work?

29. Do you believe that Working from Home fosters more creativity to perform tasks at work?

30. Does WFH can improve the work-life balance of employees?

31. Do you think that Businesses should put new policies in place to support remote employees in striking a better work-life balance?

32. Do you believe that remote working is better than office setting?

33. Do you think that WFH makes employees more focused on doing their jobs?