

An Internship Report on
“Employee Motivation Technique of Elite Paint &
Chemical Industry Limited”.(EPCIL): A Case Study on the,
“Corporate Head office” Uttara, Dhaka.

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Date of Submission: 21 Octobar 2019

Letter of Transmittal

21 October 2019

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Subject: Submission of Internship Report on “Employee Motivation Technique of Elite Paint & Chemical Industry Limited”.

Dear Sir,

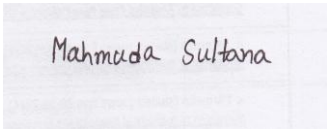
I am a student of MBA program of DIU. I am happy and delighted to submit herewith a copy of internship report for your kind evaluation and appreciation. This report has been prepared on partial fulfillment of MBA program according to the guidelines provided by you.

I would be honored if you go through my report and find it worthwhile as really I put in a lot of effort while preparing it. My internship period was from 13.02.2019 to 12.05.2019.. I have immense pleasure to have the opportunity to prepare the internship report entitled “A study on Employee Motivation Technique of Elite Paint & Chemical Industry Limited”

I believe that this report has enriched my knowledge. If you have further queries regarding the report, please let me know. I would be obliged to avail at your convenience

Thank You

Sincerely Yours



.....

Mahmuda Sultana

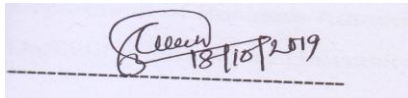
ID # 173-14-793

Program: MBA

Certificate of Supervisor

This is to certify that the Internship Report A study on Employee Motivation Technique of Elite Paint & Chemical Industry Limited” submitted for the award of the degree MBA Major in Human Resource Management to the DIU- Daffodil International University is a record of Practicum report carried out by Mahmuda Sultana under my supervision. No part of the Internship Report has been submitted for any degree, diploma, title or recognition before.

She is permitted to submit the Internship Report to the receiving authority.



.....
Gouranga Chandra Debnath

Associate Professor and Head

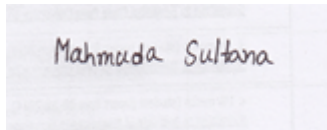
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Student Declaration

I, Mahmuda Sultana, students of Masters of Business Administration (MBA), at DIU-Daffodil International University declare that, this internship report on the topic “**Employee Motivation Technique of Elite Paint & Chemical Industry Limited**” has not been previously submitted to any other University/Collage/ Organization for any academic qualification/Certificate/Diploma or any other degree. The internship report contains no material previously published or written by anyone except where due reference is made in the text of the thesis. It has been prepared for academic purpose only.



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Acknowledgement

The successful completion of this report is the outcome of the contribution of a number of people to whom I am grateful and thank them from the very deep of my heart. So, I would like to take this opportunity to thank all those people who helped me in preparing this report on “**Employee Motivation Technique of Elite Paint & Chemical Industry Limited**”. First of all I would like to express my great respect to almighty for providing me strength and energy to prepare this report.

Then I would like to thank respected supervisor, Associate Professor and Head. Gouranga Chandra Debnath Department of Business Administration for his help and his guidance in completing this project. His sincere guidance, untiring cooperation, valuable suggestion and inspirations enable me to creating and preparing a unique report.

Finally, I like to give special thanks to the Management of Elite Paint & Chemical Industry Limited to give me an opportunity to do internship. Above all I would like to express my thanks and gratitude to the Human Resource Manager of Elite Paint & Chemical Industry Limited for their cooperation and help, without which it would not have been possible for me to learn so many things that will be very helpful for my career.

Executive Summary

Employee motivation is vital for every organization. Because, it gives satisfaction to the worker in a way which evens a good wage cannot. With the growth of industrialization and mechanization, it has acquired added importance. The workers in industry cannot cope with the pace of modern life with minimum sustenance amenities. An employee needs an added stimulus to keep body and soul together. EPCIL have also realized the importance of their role in providing these extra amenities. For this reason, the company is ware fulfill workers demands in reasonable way. From the study it is found that EPCIL offers various financial and non-financial benefits to the employee for creating a motivating team. Motivation of employee will be more effective by providing various services, benefits and facilities offered to employees by the employer. Employee motivation concern with the welfare activities, because it has been proved to contribute to efficiency in production. Nor are these facilities provided by EPCIL alone, employees also contribute such as provident fund, subsidized lunch etc. Each employer depending on his skill priorities, promotion is given in varying workplace designation.

A survey conducted to acquire the perception of employees toward motivation of EPCIL by using a questionnaire. From the survey, it is acknowledge that EPCIL provides sufficient financial benefit such as salary, allowance, bonus etc. in accordance with Bangladeshi Labor Act and others companies. It attracts and retains skill and experienced employee from the job market. EPCIL need to introduce medical allowance for the employee health welfare purpose. EPCIL always tries to develop skills by proper training and guidance. The company can use e-learning method for training for Chittagong factory employees and staffs. EPCIL need to maintain regular communication and interaction with the employee to reduce information gap. Better communication with employees creates positive a attitude toward to company and management as well as a great motivation factor. EPCIL need to ensure sufficient arrangement of safety equipments. EPCIL can arrange earthquake drill, fire drill training for employee's awareness. EPCIL need to analyze the needs of employee to keep them active and energetic. EPCIL can ask the employees need during monthly meeting or suggestion box. EPCIL can give certificate to outstanding performer employees and publish the list of best employee in annual magazine with the photo and describing their contribution to the company.

Internship Report on

“Employee Motivation Technique of Elite Paint & Chemical Industry Limited”.(EPCIL): A Case Study on the, “Corporate Head office” Uttara, Dhaka.

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Chapter 1

Introduction part

Introduction of the Report

Motivation is a behavior, willingness and contribution of employees to perform a particular task. It is a procedure, which arise, direct and maintain human behavior to reach some goal. All the main organizations felt the importance of employee's motivation when it has a significant impact on the boiler suit performance of the organization. The basic purpose of any organization to achieve a goal so that it important to hold their employees motivated and satisfied. If the employees are motivated, the quality of production and quantity of performance raise that has a positive effect directly to all organization's performance. Motivation is a core element of management in human resources. It is more important for human resources to activate, train and develop all motivated in order that make individual and organization goals. The students of Bachelor of Business Administration major is HRM, need to have good knowledge about motivation approach. To develop practical skill International University of Businesses Agriculture and Technology (IUBAT) has undertaken the internship-training program for its BBA students. It is a 12 weeks long internship program to relate theoretical concept with real world practice from particular exposure. I was assigned to Elite Paint & Chemical Industry Ltd, Head Office. My report entitled "*Employees motivation techniques of Elite Paint & Chemical Industry Ltd*". I have worked in Human Resource Division along with HR Manager as a internee to acquire idea about various approaches of motivation which use to motivate the staffs. The major motivation methods of EPCHIL are good pay, provision of decent accommodation, good condition of service and opportunity for staff training. The report has prepared from the internship experience to represent the overall scenario on motivation practice in EPCIL.

1.1 Objectives of the Study

1.1.1 Broad Objective

The primary purpose of this study report is to acquire knowledge about the motivation technique of Elite Paint & Chemical Industry Ltd.

1.1.2 Specific Objectives

- To know the perception of employees about motivation ;
- To assess the employees satisfaction within current motivation practice;
- To evaluate the impact of employee motivation on performance;
- To identify the organizational motivation approaches existed in EPCIL;
- To find out the problem related to employee motivation and
- To make some recommendation on the basis of problems.

1.2 Scope of the Study

The scope of my study is to identify the existing motivational approaches that are widely use for motivating the employees of EPCIL

1.3 Methodology of the Study

The study has conducted both quantitative methods, executed throughout a questionnaire. The questionnaire was handed various employees of EPCIL, Head Office to collect response about motivation approaches. The collected data is analyzed by using statistical tool such as within 5 Point Likert Scale and test the hypothesis in Z-test method.

1.4 Limitations of the study

Limitations exist everywhere and this study is also not on exception of it. Following are some limitations of the study:

- This study has been conducted only on Corporate Head Office of EPC IL;
- This study does not cover the whole staffs and employees;
- Due to time and information confidentiality detail study could not be done and
- Lack of expertise and pre-experience about research work.



Chapter: 2

Methodology

2.1 Research Methodology

With a view to conducting a research study, it is needed to design the framework and select the appropriate research methodology. A research design is simply a framework or a plan for a study that may be used as a guide in collecting and analyzing data. The research methodology is a way to systematically solve the research problem.

2.2 Sources of Data collection

2.2.1 Primary Data: Primary data has been collected from -

- Face to face interview to Officers
- Group discussion with the company personnel
- Questionnaires with Structure questions
- My three months observation

2.2.2 Secondary Data: Secondary data has been collected from -

- Books
- Annual reports.
- Journal
- Web site of EPCIL
- HR Documents of EPCIL

2.3 Sampling Technique

A sample is a subset from a large population. The process of using a small number of items or parts of larger population to make a conclusion about the whole is called sample. If 20 people are drawn from 100 people, this 20 people are sample and researcher has to make conclusion from this about whole population. There are different sampling techniques. For my study, I have chosen random sampling techniques.

2.4 Sampling size

Sampling size is vital idea in statistic and refers to the number of individual pieces of data collected in a survey. A survey and statistic's sample size is important in determining the accuracy and reliability of a survey's finding. A sample size should not be too large or too small. Here for my study the sample size is 20 employees of EPCIL Head Office located at Sector 7, Uttara, Dhaka-1230.

2.5 Data collection instruments

The study was carried out based on both primary and secondary data. Primary data was collected from EPCIL Head Office located at Sector 10, Uttara Model Town, Dhaka-1230. A structured questionnaire, mostly closed styled, was provided to 20 employees of EPCIL to collect primary data. Secondary data was collected from different HR Documents and Company Profile.

2.6 Analysis of Data

For analysis the data Microsoft Excel was used in the personal computer. Chart and diagram were given to understand the specific and particular data. The statistical tools and techniques are used like hypothesis testing.

2.7 Limitations of the study

During my internship in EPCIL, Head Office, I have faced the following problems, which may be termed as the limitations of the study. The major limitations of this study are given as follows:

2.7.1 Data Confidentiality:

HR practice information of any organization is confidential & critical. The main barrier in preparing this report was data confidentiality. I was advised not to disclose my internship report in online. Besides, sufficient motivation techniques records were not available as per requirement.

2.7.2 Information Validity:

Data was collected through observation and discussion with EPCHIL personnel. Statistical analysis of the data has been done. I just observed what they were doing and how. The procedure of data collection and observation vary from person to person response.



Chapter: 3

Organization Part

3.1 Company Overview

Elite Paint is one of the leading manufacturers of paints and Varnishes in Bangladesh. The company is operating in this particular industry for about 64 years and it is one of the oldest names in the paint industry of Bangladesh. Elite Paint, founded in 1952, was the first ever paint company to have been established in Bangladesh. Since its inception, the company has grown to become one of the country's leading paint brands. Under the guidance of our Honorable Founder Chairman, Late Mr. Serajuddin Ahmed, this name has been synonymous with quality, success and luxury. Elite Paint played a main part in the development of our native country from the very beginning. Soon after his graduation Late Mr. Serajuddin Ahmed established a small paint-manufacturing factory by the name of Elite Chemical Industries. The company started its journey with a small manufacturing base, little capital and simple machinery. Right from the start, Elite's primary aim was prioritizing customer satisfaction by delivering high quality products at competitive prices. Over time, this philosophy coupled with perceptive marketing campaigns propelled Elite Paint to the top of the industry. Now, operations have been set up all over the country. Head office is located in Dhaka but the range of operations spread far and wide.

To deliver the best quality products, Elite Paint utilizes a vast amount of resources in research and development. The state of art paint laboratory is home to highly qualified chemists and specialists who are consistently working to add new and innovative products to an already stellar line. Through research and development Elite Paint has created products to suit every need.

Elite Paint produces a wide range of paints and covering for a variety of different industrial needs. The company is also manufacturing paints to protect ships and offshore structures. Elite Paint's product portfolio goes from economic to high performance, catering to the demands of every user.

Consistently delivering the best in quality products and adding innovative ideas is what keeps Elite Paint at the top. The company has achieved much over the years and will do much more in the years to come.

3.2 Corporate Profile


Name of the Company :	Elite paint
Legal Form :	Private Limited Company
Establishment:	1952
Chairman:	Feroz Ahmed
Managing Director :	Rabez Ahmed
Number of Employees:	
Products category	Wide range of paints and coating
Business Area	<ul style="list-style-type: none"> • Decorative Paints (For architectural Structures & household fixture.) • Industrial Paints (For equipment & other Specialize industrial structures) • Marine Paints (For ships & offshore structure)
Logo	
Phone	+88-02-58953674, +88-02-58952907
Email	Info@elitepaint.com.bd
Web	Www.elitepaint.com.bd/
Corporate Office	House No 03, Sector 10, Uttara Dhaka – 1230 Bangladesh
Chittagong Office	Elite House, C.D.A. Avenue, Chittagong, Bangladesh
Factory	Elite paint & Chemical Industries Ltd. 92 Baizid Bostami, I/A Nasirabad, Chittagong, Bangladesh

Table 1: Corporate Profile of EPCIL

3.3 Mission

- Prioritize customer satisfaction.
- Supply the highest quality product.
- Best utilization of available resources at all times.
- Optimal use of information & technology.
- Continuous development & growth of human capital.
- Every action of every person to be sincere and profit oriented.
- Create environment that derives intelligence amongst all involved.

3.4 Vision


To be the most trusted and consistent national paint manufacturer and supplier of quality paint products in the country which facilitates and adds significant value to its business by providing consistently high quality products of international standards in the local market at a competitive price. In doing so, the company shall attempt to establish loyal and natural rewarding relationship with customers, employees, associates and shareholders.

3.5 Core value

With a legacy of 60 years, Elite is a brand that is synonymous with quality, achievement and luxury. For the last 5 decades, we are proud to have served the Decorative, Marine & Industrial Sector of the country. Throughout our journey, every color had a different story and every touch evoked a different emotion but there are a few things that all our brush strokes had in common:



Figure 1: Core value of EPCL



Chapter: 4

Theoretical part

4.1 What is Motivation?

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of inspiring people to take actions to accomplish the goals. In the work , goal context the psychological factors stimulating the people's behavior can be –

- Desire For Money
- Success
- Recognition
- Job-Satisfaction
- Team Work, Etc

4.2 Motivational approaches

What would it take to get you to do the most awful job imaginable? Maybe you are not motivated by money, perhaps helping people is more important to you, or recognition of your skills. But what motivates your students?

You might think that some subjects have an advantage; boys can't wait for PE, so they can play football, or science attracts them with promises of explosions and Bunsen burners. Motivation is a complex process. In the Eighties, John Keller produced the ARCS model for the motivational design of learning.

- Attention –this can be gained by a stimulating question, a inspiring reading or a video clip.
- Relevance –establishing significance increases student motivation. For example, use language and examples with which the learners are familiar. Tell students how the new learning will be helpful to them.
- Confidence –make sure that the content is not too challenging. Students need to feel confident that they can achieve some degree of success in activities.
- Satisfaction –at the end of the learning experience, students need to be rewarded, with a sense of attainment, or recognizing that a skill. Is beneficial, for example. Keller based his ideas partly on Abraham Maslow's work in the Forties and Fifties. Maslow defined a hierarchy of needs, which basically says that a person's behaviour will be dominated by those needs which have the greatest influence

4.3 Six motivational techniques for managers

4.3.1 Communicate

It is said that good communication is the number one issue in any good relationship. A leader must always be amicable and accessible. In other terms, keep the door open. Spending time with employees on a one to one basis will put them at ease and alleviate uncertainty. It will also give the manager keen insight into what motivates each of his employees.

4.3.2 Socialize

A manager should make time for his employees to spend time together socializing during work hours. Treat your team to refreshments after a meeting or go all out and provide a meal for them. Cater it or cook it up yourself. A brunch or sandwiches will let the team know they are appreciated. This is also a teambuilding exercise as they will have the opportunity to spend time together 'outside' of work.

4.3.3 Reward

Award programs have been around for years and are a great way to distinguish employees for achieving a goal or objective. Choose an award that is appropriate to the achievement. It might be something casual, like an envelope with movie tickets. Or you may want to go all out and present someone with a nice art glass awards for a bigger reward. Either way, the reward should be conveyed with a genuine sense of appreciation.

4.3.4 Challenge

Everyone wants to improve themselves. Take advantage of this human characteristic by providing employees with challenges and goals they can achieve. Instead of facing new challenges alone, use the chance to put them on members of the team. Are there projects sitting idly on the shelf? Hand them over to a staff member to head up and get moving again. Have too much on your own plate? Look for chance to hand some of the workload off to one of your top performers.

4.3.5 Time Off

Few things are appreciated more than a little paid time off. If an individual or team had gone above and beyond on a project, let them take an afternoon off. Or go the extra mile in showing your appreciation by taking an employee to lunch and then giving them the rest of the day off.

4.3.6 Train and Mentor

Motivate employees by providing them with additional training, even if doing so makes them all the more attractive to other employers. Employees in companies where supplementary training or educational opportunities exist are more likely to stay motivated, even if they don't take instant advantage of the opportunities. The same is true of organizations that take the time to set up mentoring programs.

Author bio: Dennis Phoenix is a human resource specialist and writer. He writes on topics including business relationships, productivity, employee satisfaction, and corporate awards. He spends his weekends mountain biking and photographing nature.

4.4 Importance of Motivation

Motivation is one of the important parts of managerial functions and Human Resource management. A reputed company may become unsuccessful if fails to motivate its employees toward goal. There is a close relationship between motivation and performance. I am going to discuss about the importance of motivation. The most important of motivation are:

◆ Profitable for organization

Motivation is an important tool that leads the organization in profitable operations. Motivated workers perform their duties with full responsibility. The development of self responsibility among the workers contributes for the best utilization of available resources like materials, money, machines and others. They concentrate on profitability of the organization.

◆ Increase productivity

Motivation contributes to develop working efficiency of employees. When employees are actually motivated they improve their working efficiency. The development of working efficiency among workers leads to maximize production and productivity. Management can expand its business activities in large areas for organizational profitability and growth.

◆ Encourage to adjust

The change in the management system and organizational structure is essential to adjust an organization and its business activities according to changing environment. In some situation workers, specially, their unions may create resistance to change. They think about their job security and stability. The motivated workers have knowledge about the outcome of changes. They even better appreciate the management view points to the introduction of changes in the organization.

◆ **Proper utilization of human resources**

Manpower is the main active factor of production and is responsible for the best utilization of organizational resources. Motivation is the main instrument which creates the willingness among workers to do their work in the best possible way. In other words, motivated employees make the best utilization of their skills, knowledge, capabilities etc.

◆ **Contentment of employees**

The satisfaction of employees is essential for organizational effectiveness. Motivation helps satisfy employees and develop morality among them. Employees with high morale become dedicated to the organization. They also perform their jobs in the best manner. Generally, employees are motivated through facilities both financial and non financial. Financial facilities are essential to fulfill basic and other physiological needs. In a similar manner, promotion on the basis of efficiency and experience is essential to fulfill social needs.

◆ **Encourage Unity**

Motivation is an important tool, which helps to maintain coordination and develop a feeling of harmony among workers and management. It minimizes misunderstanding and disputes between the management and workers. The development of transparency about the internal matters stimulates the workers to perform their work efficiently. When workers get knowledge about their responsibility and return, they perform their work efficiently.

◆ **Help management to coordinate**

Motivation is the basis of coordination among all members of the organization. Motivated employees develop a better understanding among themselves. They appreciate their mutual problems and resolve differences through mutual consent. The main reason for the differences in approach among the workers is the lack of coordination. However, motivation helps to maintain coordination among the workers. The maintenance of coordination helps to develop the attitude of team spirit and group effort for common goals.

◆ **Reduce employee turnover**

It is known that a motivated and stable workforce is potential of the organization. Motivation directly or indirectly facilitates the stability of the workforce. Generally, frustrated and dissatisfied employees may think of leaving the organization for better opportunity. Motivated employees do not want to leave the organization and want to work for the organization with the best possible way. Therefore, the management needs to provide facilities to workers on the basis of their efficiency and experience.

◆ **Minimizes supervision cost**

Motivated employees perform their work themselves. In other words, the concept of self responsibility is developed among them and they perform work smoothly. For such employees, only guidance and timely suggestion is sufficient. Therefore, regular and close supervision is not required to such employees. Motivation indirectly contributes to minimizing supervision cost.

◆ **Achievement of organization goals**

Every organization is established to achieve definite objectives. Similarly, the main responsibility of the management is to focus on organizational objectives. Motivated workers put their effort toward the attainment of organization objectives. The best utilization of human effort contributes for the proper utilization of other resources. This is helpful to minimize cost of output or service and maximize profitability.

◆ **Encourage to work as a team**

Motivation creates cooperative relationships among all employees and workers. It is very important for an organization's success. Not only that it help solve any problem in a team spirit. All employees will also adapt more easily to changes. Fact is ultimately in the organizational benefit.

4.5 Factors Affecting Motivation:

The magic component of workplace to lead a team is their motivation and engagement to work and goals. Motivation add internal encourage among employees. Some of common factors regarding motivation as follows:

4.5.1 Workers unity

Workplace is all about people working together to achieve a consistent goal, so it's important that all the co-workers respect each other and never show lack of respect towards each other. If employees have good understanding of the work other perform and how their duties are adding value to the organization then it is easier to create a workplace where respect and responsibility prevails. Good relationship between employees also decreases the constant worry level and employees feel more relaxed at workplace.

4.5.2 Management approach

Leader plays a key role in maintaining a conducive work situation. The leader should understand how to deal different employees. It is essential on the leaders that he should respect the employees and this would make others take a leaf out of his book and this would help in a culture of mutual respect and honor.

4.5.3 Managing Conflict

Whenever people from different background or group of people work together then there are probability that a conflict will arise. So it's important to manage the conflict in a way that it will not affect the environment of the workplace. Management shall make such policies and guidelines that help in resolving conflicts at its earliest and in the most comforting way.

4.5.4 Fringe Benefits

Incentive where are on achieving financial results for the company are imperative, on the other hand they could very well be on how well on maintains him/herself at workplace and add to the peacefulness of the organization. Someone who promotes the notion of one organization adds calmness and shows respect, performance characteristics that are not material.

4.5.5 Workplace Culture

The Organizational Culture dictates the norms and behaviors that people show while at work. A culture of knowledge sharing, helping each other, communication, respect, one that has the flexibility to absorb mistakes will have more motivated staff than one where mistakes are not tolerated, one where layers of structure exist that hinder communication and knowledge sharing.

4.5.6 Personal Growth Facility

Learning at workplace is advantageous to both the employee and the organization. It helps to motivate the employee by providing enough opportunities where staff can share their skills, ideas and learn more to add value to the firm. If organization encourages employees in skills development, this would create motivated staff as they could see it as an opportunity to grow and a great way to learn from experience.

4.6 Theories of Motivation:

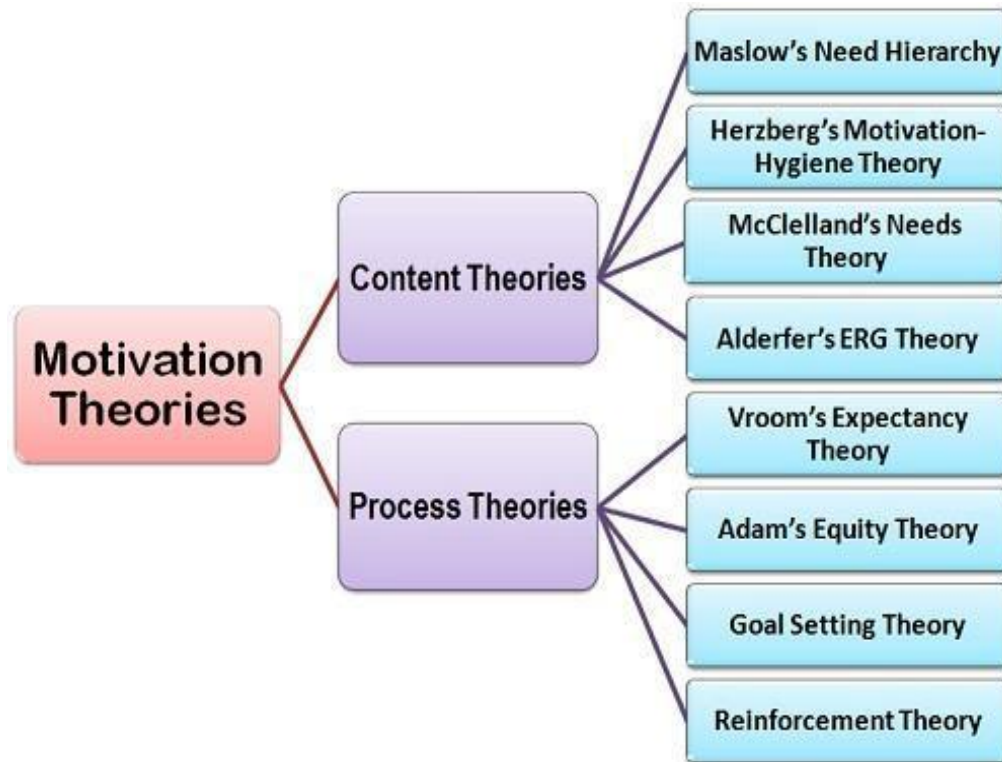


Figure 02: Theories of Motivation

Content Theories: The content theories find the answer to what motivates an individual and is concerned with individual needs and wants. Following theorists have given their theories of motivation in content perspective:

1. Maslow's Need Hierarchy
2. Herzberg's Motivation Hygiene Theory
3. McClelland's Needs Theory
4. Alderfer's ERG Theory

Process Theories: The process theories deal with "How" the motivation occurs, i.e. the process of motivation and following theories were given in this context:

1. Vroom's Expectancy Theory
2. Adam's Equity Theory
3. Goal setting Theory
4. Reinforcement Theory

Thus, these theories posit that how an individual gets motivated to perform the task and what are the factors that contribute towards the motivation.

4.6.1. Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation". Abraham Maslow's theory proposed that human beings had different levels of needs in a particular order. He identified five levels of needs in order of hierarchy. The most basic needs are the biological and physiological needs. At the top is the need for self-actualization which Maslow defines as growth motivation.

According to Maslow, peoples' needs are voracious and there can be unending demands. Once needs in one level are met, people will show their want for the next level of needs. Maslow's theory helps to recognize different types of needs to motivate people.



Figure 03: Maslow's Hierarchy of Needs

4.6. 2. Theory X and Theory Y

Douglas McGregor, an American social psychologist, proposed his famous X-Y theory in his 1960 book 'The Human Side of Enterprise'. Theory x and theory y are still referred to commonly in the field of management and motivation. The managers with theory X assumptions are characterized by certain character, e.g. Authoritarian style and tight control. They do not appear to promote development, and create a restraining culture. Employees hardly get any motivation under such leadership.

The managers with theory Y assumptions practice a different style which is beneficial, empowering and developmental. Employees feel more motivated while working with such managers.

Theory X (0%)	Theory Y (100%)
Attitude	
People dislike work , find it boring, and will avoid it if they can.	People need to work and want to take an interest in it. Under right conditions, they can enjoy it.
Direction	
People must be forced or bribed to make the right effort.	People will direct themselves towards a target that they accept.
Responsibility	
People would rather be directed than accept responsibility, which they avoid.	People will seek and accept responsibility , under the right conditions.
Motivation	
People are motivated mainly by money and fears about their job security.	Under the right conditions, people are motivated by the desire to realize their own potential.
Creativity	
Most people have little creativity - except when it comes to getting round rules.	Creativity and ingenuity are widely distributed and grossly underused.

Figure 04: Theory X and Theory Y

4.6.3 ERG motivation theory Alderfer

Clayton P. Alderfer's ERG theory from 1969 condenses Maslow's five human needs into three categories: Existence, Relatedness and Growth.

1. Existence Needs

Include all material and physiological desires (e.g., food, water, air, clothing, safety, physical love and affection) Maslow's first two levels.

2. Relatedness Needs

Include social and external esteem; relationships with significant others like family, friends, co-workers and employers . This also means to be familiar and feel secure as part of a group or family. Maslow's third and fourth levels.

3. Growth Needs

Internal esteem and self actualization; these impel a person to make creative or productive effects on himself and the environment (e.g., to progress toward one's ideal self). Maslow's fourth and fifth levels. This includes desires to be creative and productive, and to complete meaningful tasks.

Even though the priority of these needs differ from person to person, Alderfer's ERG theory prioritizes in terms of the categories' compactness. Existence needs are the most real, and easiest to verify. Relatedness needs are less concrete than existence needs, which depend on a relationship between two or more people. Finally, growth needs are the least concrete in that their specific objectives depend on the uniqueness of each person.

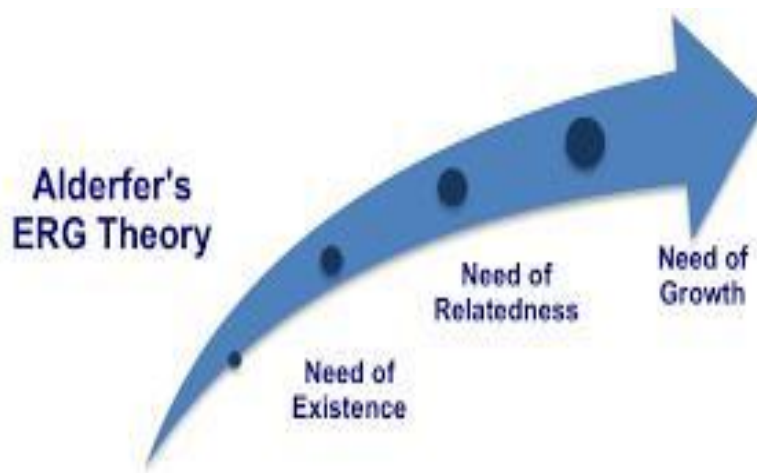


Figure 05: Alderfer's ERG theory

4.6.4 Herzberg's Two-Factor Theory

The Two Factor Theory of Motivation (otherwise known as dual-factor theory or motivation-hygiene theory) was developed by psychologist Frederick Herzberg in the 1950s.

Analyzing the responses of 200 accountants and engineers who were asked about their positive and negative feelings about their work, Herzberg found 2 factors that persuade employee motivation and satisfaction.

1. **Motivator factors** – Simply put, these are factors that lead to satisfaction and motivate employees to work harder. Examples might include enjoying your work, feeling recognized and career progression.
2. **Hygiene factors** – These factors can lead to dissatisfaction and a lack of motivation if they are absent. Examples include salary, company policies, benefits, relationships with managers and co-workers.

According to Herzberg's findings, while motivator and hygiene factors both influenced motivation, they appeared to work completely independently of each other...

While motivator factors increased employee satisfaction and motivation, the absence of these factors didn't necessarily cause dissatisfaction. Likewise, the presence of hygiene factors didn't appear to increase satisfaction and motivation but their absence caused an increase in dissatisfaction.



Figure 06: Herzberg's Two-Factor Theory

4.6.5 Vroom's Expectancy Theory:

One of the most widely accepted explanations of motivation is offered by Victor Vroom in his Expectancy Theory. It is a cognitive process theory of motivation. The theory is founded on the basic notions that people will be motivated to exert a high level of effort when they believe there are relationships between the effort they put forth, the performance they attain, and the outcomes/ rewards they receive.

The relationships between notions of effort, performance, and reward are depicted in Figure



Figure 07: Vroom's Expectancy Theory

Thus, the key constructs in the expectancy theory of motivation are:

1. Valence:

Valence, according to Vroom, means the value or strength one places on a particular outcome or reward.

2. Expectancy:

It relates efforts to performance.

3. Instrumentality:

By instrumentality, Vroom means, the belief that performance is related to rewards.

Thus, Vroom's motivation can also be expressed in the form of an equation as follows:

$$\text{Motivation} = \text{Valence} \times \text{Expectancy} \times \text{Instrumentality}$$

Being the model multiplicative in nature, all the three variables must have high positive values to imply motivated performance choice. If any one of the variables approaches to zero level, the possibility of the so motivated performance also touches zero level.



Chapter: 5

Motivation Techniques Are Practicing in EPCIL

5.1 Overview of human Resource Division of Elite Paint

Elite paint believes that constantly strong performance of the company is the result of the team of committed, knowledgeable and dedicated employees who are focused on achieving the excellence in the company. The company is committed to recruiting high-caliber employees and providing them with the motivation, training, working environment and compensation package they need to perform at the highest level. They recognize the importance of making the company an employer of choice. To That goal in view, they make sure that the employees understand the strategic plans and objectives of the company and clear about what is predictable from them. The company promotes the importance of high ethical standards in its employees. Appraisal of their individual performance is done in a rating scale against objectives and the company's prescribed core value.

5.2Activities of Human Resource Division

5.2.1Recruitment and Selection

Scheduling interviews & calling candidates, directly co-ordinate selection procedure & completing the documentation of the entire recruitment & selection process and conduct formalities.

5.2.2 Training and skill development:

EPCIL arrange regular training for the development of the employees expertise, skill, knowledge and working ability. EPCIL has own training centre in Corporate Head Office with well organized instruments and trainer. Training is mandatory for every new employees.

5.2.3Performance Appraisal Review, Processing and Evaluation

Maintain and conduct employee performance appraisal. Develop, co-ordinate & follow up performance management system. Ensure that the performance appraisal is being done properly & formulate strategy for talent management.

5.2.4 Appointment Letter

Prepare and supervise all HR and Administration related letters such as appointment letter, letter of confirmation, letter for enhancement of designation and remuneration etc.

5.2.5 Employee Orientation

Plan and conduct new employee orientation. Identify and manage proper training and development needs for employees. Source and obtain specialist assistance to conduct training when needed.

5.2.6 Discipline Establishment

Discipline establishment of employees in accordance with existing labor laws and company policy as per requirement.

5.2.7 Protocol Works and Visa

Ensure appropriate & effective protocol arrangement, Visa arrangement for different country, Air Ticket, rail Ticket, Bus Ticket for the Board of Directors, managing Director and his family members and top management officials of the company.

5.2.8 Office Stationeries purchase and Management

Ensure timely issuance of necessary office stationeries to the eligible employees of the company. Stationeries purchase, bill checking, record maintaining and distribution.

5.2.9 Security Management

Assess the organization's overall security requirements, determine the scope of using in-house and/or outsourced security service in terms of cost and effectiveness & accordingly make recommendation to the management for security deployment. Security appointment, verification, uniform arrangement, posting, duty roster, attendance, over time bill checking etc.

5.10 Employee Group Insurance

Group insurance is an insurance that cover a group of people security. It is affordable and easy way to share risks and recover from the losses. EPCIL is careful about employees and workers health and safety issues. The employees have to pay Tk. 5/per thousand as insurance premium. The workers insurance premium is also provided by the company from own fund and workers allowance.

5.3 Major Approaches of Motivation at Elite Paint:

Motivation is very important in any organization. Motivation creates employees' job satisfaction and good communication between employees customers. Motivated employees help to lead the company to the success through goal accomplishment. In that point of view, EPCIL put importance and formulate effective strategies to keep their employees motivated. Managers make extreme efforts to derive employees to perform at their best. By supervising properly and fulfilling needs, EPCIL makes employees satisfied which in turn increase the efficiency of employees as well as decrease turnover rate.

5.3.1 Good Salary:

Money is vital factor in motivation. Good jobs need to pay well those face challenges, talents, skills and stressful for satisfying work-life balance of employees. To effectively motivate employees and workers, EPCIL provides handsome salary to its employees and staffs. It also helps to retain and attract best performer within the organization.

Sl	Designation	Basic salary (TK.)	Gross salary (TK.)
1.	CFO/Sr. GM	75,000	1,50,000
2.	GM	50,000	1,20,000
3.	DGM	40,000	80,000
4.	AGM/NSM	35,000	70,000
5.	Manager & Sr. Manager	25,000	50,000
6.	ASM & Deputy Manager	20,000	40,000
7.	Sr. Officer	12,000	24,000
8.	Officer	7,000	15,000
9.	Jr. Officer	5,000	10,000
10.	Staffs(Driver, Peon, Worker)	4,000	8,000

Table 02: Salary Structure of EPCIL employees.

5.3.2 Bonus:

Management recognizes an employee to perform outstanding in his/her field. As a result she/he gets a bonus after the year end on sales amount. It is applicable for marketing department personnel in EPCIL. Besides, all employees of EPCIL get festival bonus as the equal amount of their basic salary pay. Festival bonus is given twice in a year.

5.3.3 Increment:

Increment plays a very vital role in an organization. In EPCIL, the amount of Increment varies from designation to designation. Sometimes the outstanding performers get 10% to 15% increments on their regular salary pay. Management nominates employees for the increment based on their outstanding performance.

5.3.4 Recognition:

Recognizing employees for their efforts can be an inexpensive but very effective motivating reward package. EPCIL face is very high market competition and where dedicated employees are mostly needed. The company selects "employee of the year" and give a printed certificate. This technique is used in EPCIL as a very strong motivating factor for the well performed employees get noticed by other employees. In EPCIL also publish the top performing employees' message on the yearly / monthly / periodic magazines.

5.3.5 Promotion:

Promotions to positions that include more responsibility or power are among the tools managers have to motivate workers. The possibility of a job promotion can motivate an employee by attractive to career anchors, which are the major career and personal priorities that workers may hold. In EPCIL, Promotion allows for permanent employees experienced and skill enrichment based. Before recruiting employees for a vacant post, internal recruitment search for promotion to fillip the position within the existing employees. The minimum requirement for promotion is to work 2/3 years in EPCIL. It helps to motivate employees as well as save new employee training effort and cost.

5.3.6 Leave:

Employment law gives employees different types of leave in work place . EPCIL allows employees with paying leave as per company leave policy. Employees have to inform the HR to take advance leave. EPCIL has own leave form. Employees have fillip form to enjoy by notifying the acceptable reason.

SL	Particulars	Days
1.	Sick Leave	14
2.	Casual Leave	10
3.	Earned Leave	20
4.	Maternity Leave	120

5.3.7 Transportation:

Another example of employee motivation in EPCIL is proving employees transportation facility. It ensures to come and leave the office on time. There are many organizations in our country, which would tell in their job openings, that working hours are 9:00 am to 5:00 pm. But it is really challenging to join at work on times by using public transpiration. If the employees can come and leave office on time that is mentioned in the job openings, it motivates them.

5.3.8 Subsidized Lunch for Employees:

There are few organizations in our country, where free lunch or subsidized lunch is available. EPCIL provides free lunch for the factory workers in Chittagong. The employees of Head Office provide Tk. 1,200 for lunch allowance every month with the salary amount. The company has recruited 2 cooks who prepare lunch at office for all employees. Employees need to pay only Tk. 50 as their daily lunch purpose. Overall, the employees are having good food.

5.3.9 Foreign Tours:

EPCIL sends its' few best employee to abroad for foreign tours every year. Mostly, the sales persons enjoy this motivation after the year end. This trip is a great motivating towards employees. It has been noticed that, the people who went for this foreign tours performed even better after getting the reward and many other non achievers also started performing better. It resulted in a good growth in the sales.

5.3.10 Paying Salaries on Time:

Paying the employees the paycheck on time can motivate employees to some extent. There are organizations which takes time to pay salaries, sometimes on the 15th day of the month. EPCIL pays their employees salary and bonus on time. Generally, within the first week of the month the employees receive their salary on bank account as well as cash.

5.3.11 Refreshment:

During office work employees need some refreshment to get rid of boringness and maintain work performance consistence. EPCIL provides tea in the morning and evening.

5.3.12 Overtime:

Overtime off can work as a strong motivator for employees. For example, offering an extra week of paid vacation for employees that achieve their five-year service anniversary can be part of a package that improves employee retention. EPCIL employees are paid overtime if extra hour is covered. The payment for the overtime is double as per the regular payment hour.

5.3.13 Employee Suggestion Box:

Some of the best ideas are generated from employee suggestion boxes that can lead to improve every part of the business. To generate continuous positive feelings of empowerment, EPCIL has kept a suggestion box in the office. It is a good way to get suggestions which require to be implemented, recognized, and rewarded by management.

5.3.14 Praising Employees:

Praising employees in front of other people in the department can motivate employees to a great extent. Very few bosses underestimate this technique and rather scold their employees in front of other employees. When in reality, just a good word from the boss makes the day great for the employee. The bosses of EPCIL follow this technique to motivate employees and workers.

5.3.15 Flex Time:

Flexible office timings are very useful for the employees. Flex Time is a type of office timing, where the employees can have relax from office timings according to his/her preference on different days. In EPCIL, an employee can get 1 hour 30 minutes as flex time in a week.

5.3.16 Gift and Reward:

EOCIL provide vinous gifts to the employees and workers.It makes them happy. The items of EPCIL include T-shirt, Calendar, Mug, Plate, Diary. In the gift, the name and logo is visible.

- Employees: Shirt, Calendar, Diary
- Workers: T-shirt, Calendar
- Distributor / Dear: Umbrella, Mug, Dinner Set, Computer



5.3.17 Office Entertainment:

In every moth there are sales meetings held. In office meeting, Executives sometime bring sweets and distribute among employees. Besides, in the end of every training session there have entertainment program to refresh the mind of employees.

5.3.18 Team Work:

Team work is very useful for the employees to create the feelings of equity and cooperate. Besides, they get chance to mix with senior personnel and learn the skill of problem solving. As a result, they feel like to be a senior executive and grow inner motivation. For this reason, EPCIL encourage to work in a team.

5.3.19 Annual Tour:

EPCIL arrange annual tour for the all employees. It is great entertaining and enhances mutual cooperation through interaction. The annual tour expenditure sponsored by the company.

5.3.20 Tactful discipline:

EPCIL maintain strong discipline in all office. There is computerized attendance system to tract the daily timing of employees. Everybody have to follow office dress code. Only Saturday is relaxed for the employees dress and special days such as every Monday everybody celebrate Elite Family day dress code.

5.3.21 Working Condition:

The economical growing trend also effect the working environment of the employees. It is the basic need of the employees to work in pleasant. The working environment of the EPCIL is quiet neat and clean and comfortable. The office is also equipped with personal safety and fir fighting instruments.

5.3.22 Training and skill development :

EPCIL arrange regular training for the development of the employees expertise, skill, knowledge and working ability. EPCIL has own training centre in Corporate Head Office with well organized instruments and trainer. Training is mandatory for every new employees.



Figure 08: Employees after training *Figure 09: Employees after training*

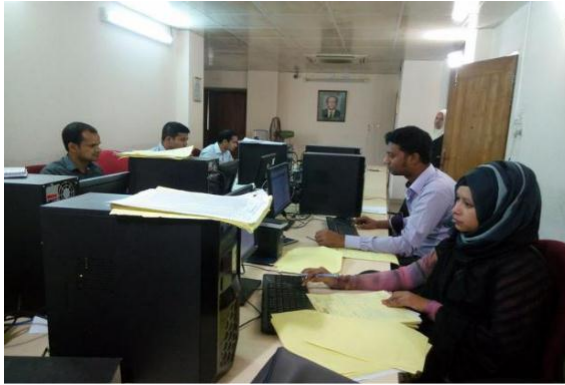


Figure 10: Employees in IT Training **Figure 11: Employees in Lab Training**

5.3.23 Employee Group Insurance

Group insurance is an insurance that covers a group of people safety. It is affordable and easy way to share risks and recover from the losses. EPCIL is careful about employees and workers health and safety issues. The employees have to pay Tk. 5/per thousand as insurance premium. The workers insurance premium is also provided by the company from own fund and workers allowance.

ELITE PAINT & CHEMICAL INDUSTRIES LTD. **Elite Paint**

Employee Summary List for Group Insurance

Insured Summary

Company Name	Management Staff		Worker		Total	
	No. of Staff	Basic	No. of Worker	Basic	No. of Employee	Basic
Elite Paint & Chemical Industries Ltd.	311	3185833	61	266945	372	3,452,778
Hexagon Chemical Complex Ltd.	15	194560	10	42745	25	237,305
Elite International Ltd.	3	19900	0	-	03	19,900
Total	329	3400293	71	309690	400	3,472,678

Figure 12: Employees Insurance Summary of EPCIL



Chapter: 6

Analysis and findings

6.1 Analysis of Findings on Questionnaire

1. Does EPCIL providesufficient financial benefits & compensations for employees?

Answer	Response	Percentage (%)
Yes	14	70 %
No	6	30 %

Table: 03- Employees' response on financial benefits & compensations

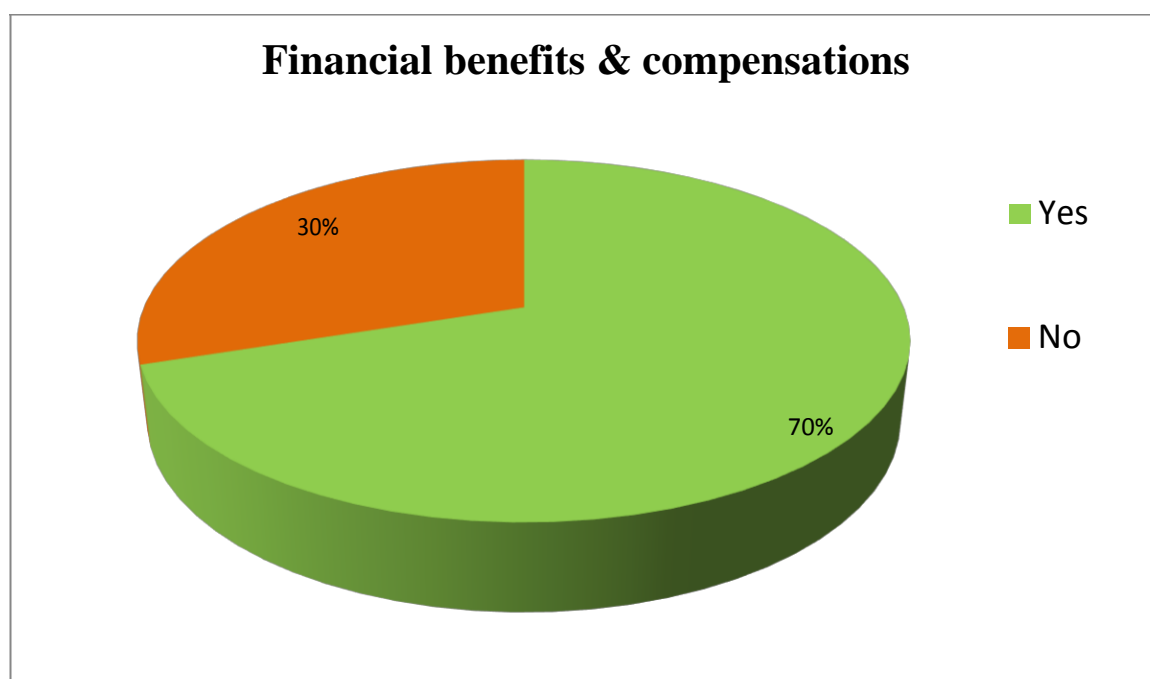


Figure 13: Employee Satisfaction on Financial benefits & compensations

Interpretation: From this study it is revealed that 70% respondent are yes and 30 % respondent are no on EPCIL provides sufficient benefits & compensation for employee.

2. Is the job at EPCIL challenging & has enough opportunity to learn?

Answer	Respondent	Percentage (%)
Yes	18	90%
No	2	10%

Table:04- Employees' response on opportunity to learn



Figure 14: Employees' opportunity to learn from EPCIL

Interpretation: From this study it is revealed that 90% respondent are yes and 10 % respondent are no on EPCIL ischallenging & has enough opportunity to learn.

3. Dose supervisors maintain frequent rapports and interpersonal relationship with employees?

Answer	Respondent	Percentage (%)
Yes	11	55%
No	9	45%

Table:05- Employees’ response on Maintenance frequent rapports and interpersonal relationship by supervisor

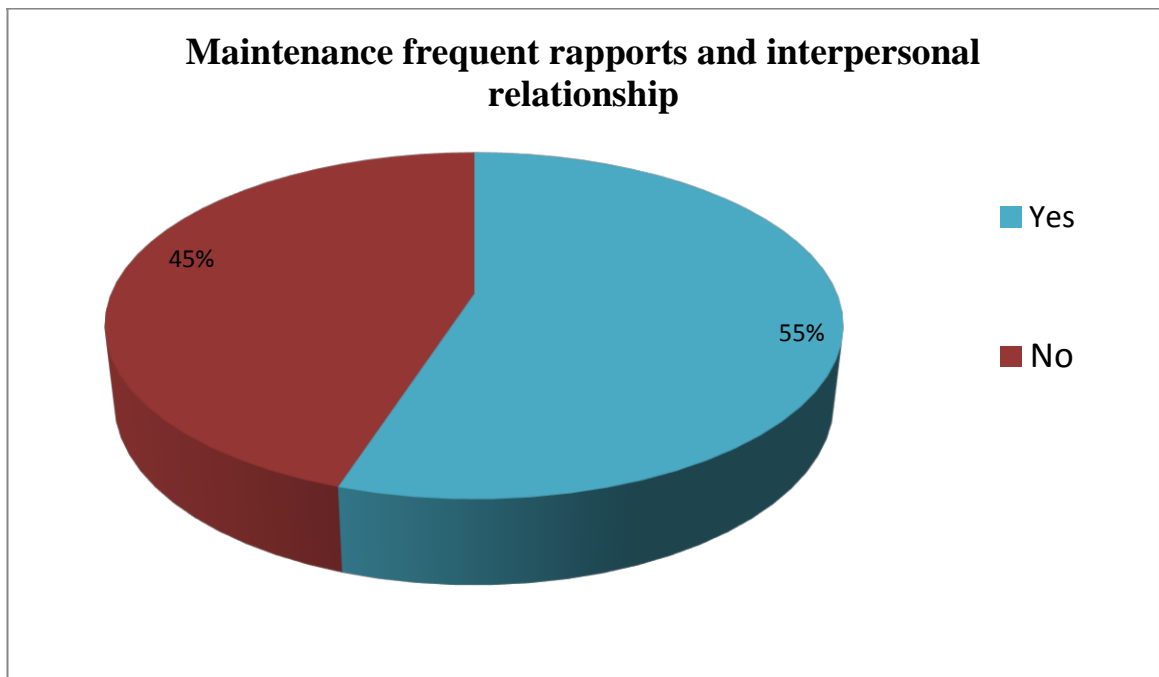


Figure 15: Employees’ response on Maintenance frequent rapports and interpersonal relationship by supervisor

Interpretation: From this study it is revealed that 55% respondent are yes and 45% respondent are no. So it can be said that supervisors of EPCIL maintain frequent rapports and interpersonal relationship with employees.

4. Is working environment of EPCIL not comfortable, hygienic and safe for the employees?

Answer	Respondent	Percentage (%)
Yes	13	65%
No	7	35%

Table: 06- Employees' response on working environment of EPCIL

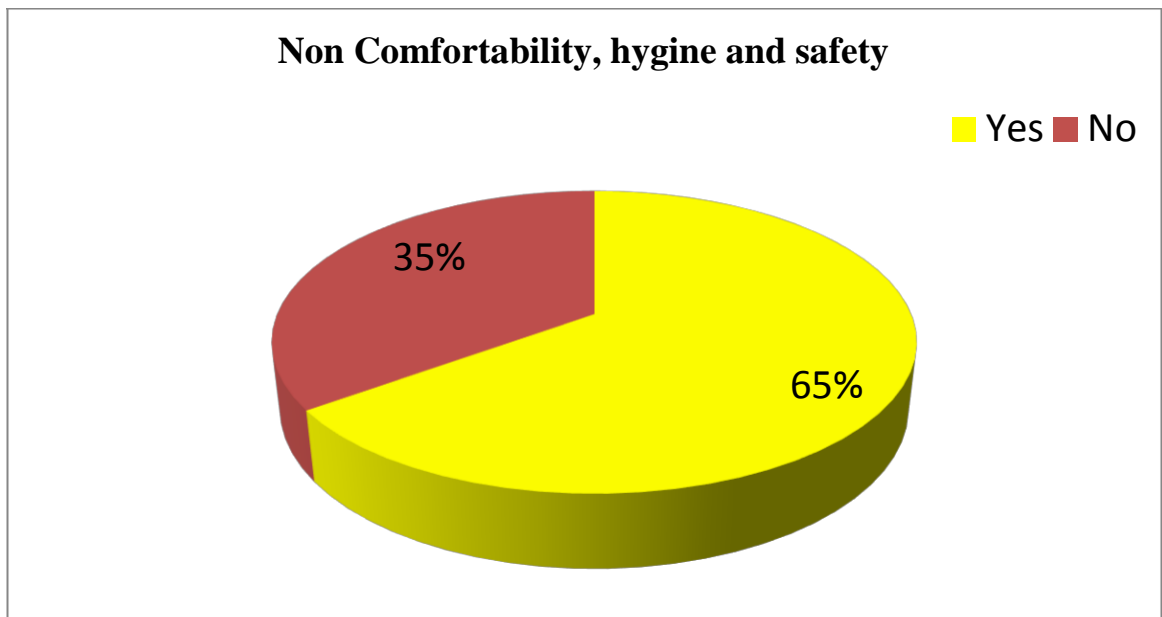


Figure 16: Employees' response on working environment of EPCIL

Interpretation: From this study it is revealed that 65% respondent are yes and 35% respondent are no. So it can be said that working environment of EPCIL is not comfortable, hygienic and safe for the employees.

5. Management of EFCIL is not aware to fulfill the employees need such as leave, advance salary.

Answer	Respondent	Percentage (%)
Yes	12	60%
No	8	40%

Table: 07- Employees’ response on management awareness to fulfill the employees needs

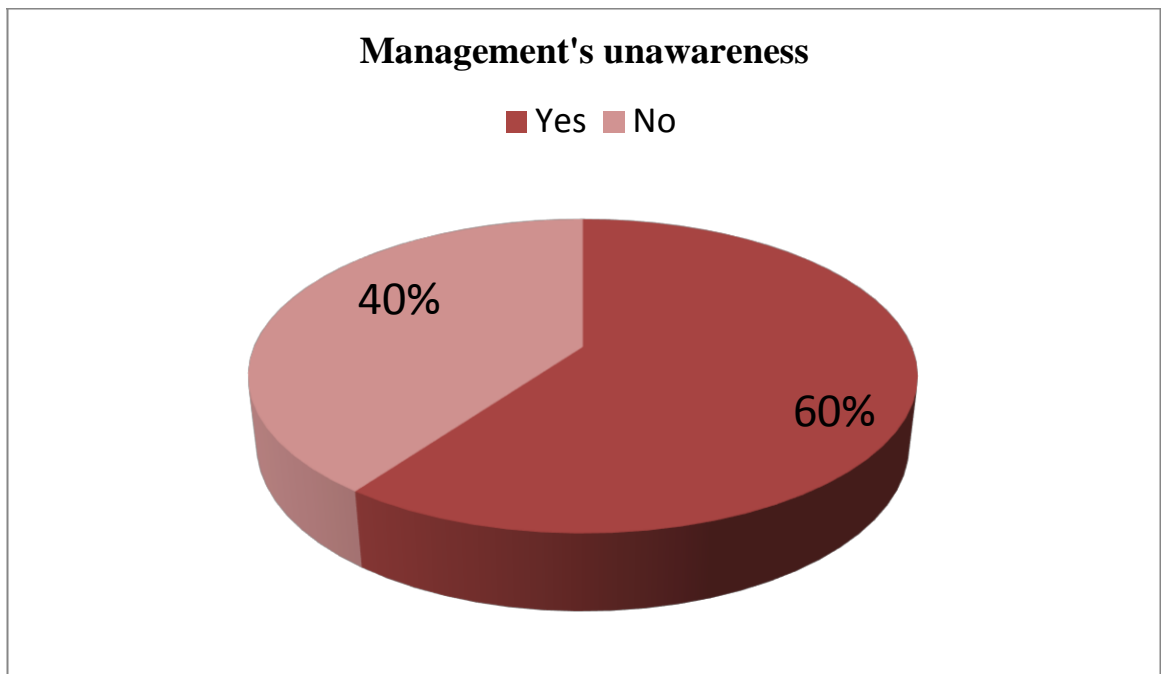


Figure 16: Employees’ response on working environment of EPCIL

Interpretation: From this study it is revealed that 60% respondent are yes and 40% respondent are no. So it can be said that management of EFCIL is not aware to fulfill the employees need such as leave, advance salary.

6. Does EPCIL recognize outstanding performance and provides attractive rewards to the employees?

Answer	Respondent	Percentage (%)
Yes	16	80%
No	4	20%

Table: 08- Employees' response on recognition of performance and rewards By EPCIL

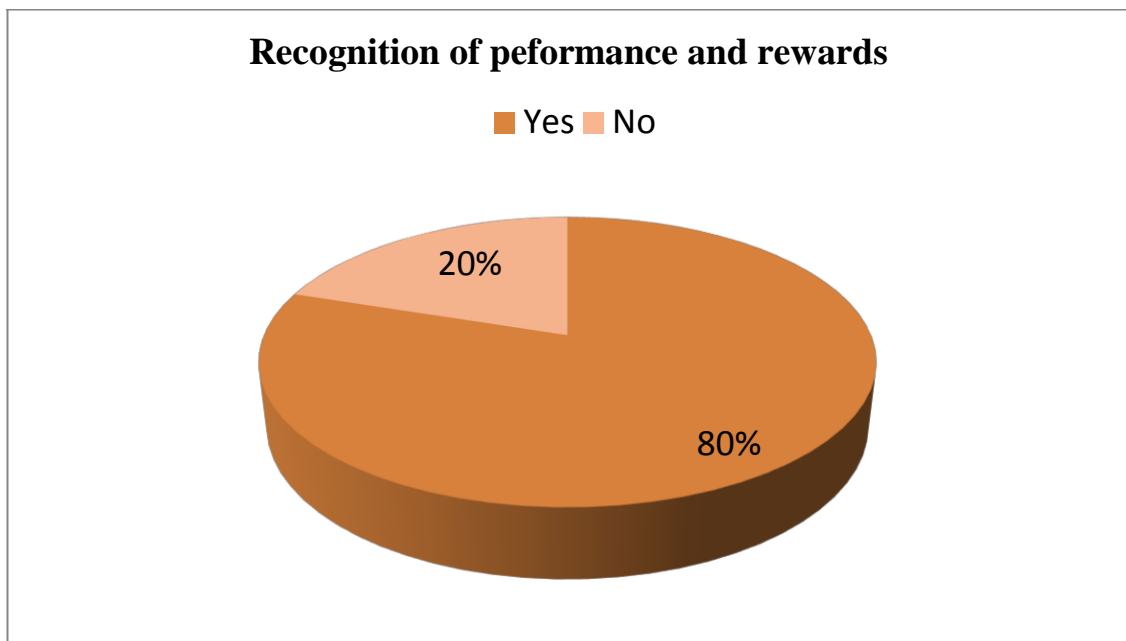


Figure 18: Employees' response on recognition of performance and rewards By EPCIL

Interpretation: From this study it is revealed that 80% respondent are yes and 20% respondent are no. So it can be remarked that EPCIL recognize outstanding performance and provides attractive rewards to the employees.

6.2 Findings:

- From the first analysis it is revealed that 70% respondent are yes and 30 % respondent are no. so it can be remarked that EPCIL provides sufficient benefits & compensation for employee.
- It is exposed that 90% respondent are yes and 10 % respondent are not about the job of EPCIL is challenging & has enough opportunity to learn.
- It is acknowledge that 55% respondent are yes and 45% respondent are no. So it can be said that supervisors of EPCIL maintain frequent rappers and interpersonal relationship with employees.
- The conducted study showed that 65% respondent are yes and 35% respondent are no. So it can be said that working environment of EPCIL is not comfortable, hygienic and safe for the employees.
- It is known from the survey that 60% respondent are yes and 40% respondent are no. So it can be said that management of EFCIL is not aware to fulfill the employees need such as leave, advance salary.
- About job recognition and reward policy of EPCIL, 20 employees opinion has been collected. It is discovered that that 80% respondent are yes and 20% respondent are no. So it can be remarked that EPCIL recognize outstanding performance and provides attractive rewards to the employees.

6.3 Recommendations:

6.3.1 Better Financial Compensation:

EPCIL should work on developing the pay scale of employees considering the pay scale of other Bangladeshi Labor Act and others companies. It will help to attract and retain skill and experienced employee from the job market. EPCIL can introduce medical allowance for the employee health welfare purpose.

6.3.2 Training Facility:

Organization always tries to develop skills of the staff through training and e-learning. And the training and learning is related to work career development and employees get sufficient training on time. So most of the employees fully agreed with this statement and they expect to develop their skills from this organization.

6.3.3 Communication and feedback:

EPCIL need to maintain regular communication and interaction with the employees. It will reduce information gap and develop employee positive attitude towards to company and management.

6.3.4 Hygiene and Safety Awareness:

EPCIL need to arrange equipments hygiene and personal safety management. EPCIL can arrange earthquake drill, fire drill and safety issues training in case of emergency.

6.3.5 Fulfillment of needs:

EPCIL need to analyze the needs of employee to keep them active and energetic. EPCIL can ask the employees need during monthly meeting or suggestion box.

6.3.6 Job Recognition:

EPCIL give certificate can workers to all employees and for the recognition of outstanding performance. It will motivate employee by growing mentality to be best performer among the group. EPCIL can publish the list of best employee in annual magazine with the photo and describing their contribution to the company.

6.4 Conclusion

Employee's motivation is one of the significant aspects in today's dynamic world because; if the employee will not motivated the overall performance of any company can be affected. In result organizational mission and objective will be partly cover. Joint contribution of employer and employees will definitely take the company to the new horizons. Complex and challenging job are not a big matter if the employees are truly motivated.

In conclusion, it could be said that employees of EPCIL are quite motivated. There are a few gaps in their motivation level. But then again, it is not possible for an organization to keep all the employees motivated at the same time. Few gaps will always be there. But we believe, EPCIL can increase the motivation level of their employees to some extent by some suggestions. The main basic issues of employee motivation concerning for the employees are employee promise, productivity and employee retention in order to view loyalty concerns.

Research Questionnaire

I am Mahmuda Sultana, a student of Master of Business Administration (MBA) of Daffodil International University. As part of my graduation I am doing internship EPCIL and as part of my internship program I am conducting survey on “Employee Motivation Techniques of EPCIL” .I would like to have your valuable opinion on it.

(Please tick mark (√) as your desired answer)

1. Does EPCIL provide sufficient financial benefits & compensations for employees?

Yes No

2. Is the job at EPCIL challenging & has enough opportunity to learn?

Yes No

3. Dose supervisors maintain frequent rapports and interpersonal relationship with employees?

Yes No

4. Is working environment of EPCIL not comfortable, hygienic and safe for the employees?

Yes No

5. Management of EFCIL is not aware to fulfill the employees need such as leave, advance salary.

Yes No

6. Does EPCIL recognize outstanding performance and provides attractive rewards to the employees?

Yes No

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