

Employee Motivational Aspects Among IT Professionals in Sri Lanka - *Rewards Recognition & Retention*

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Abstract- Employee Motivational Aspects among IT Professionals in Sri Lanka (Rewards Recognition & Retention) is much related topic to current Sri Lankan economic context where the country is on a rapid development stage of the IT Sector. For this sector the most important resource is the human resource. Retention of this key asset in the organization has been a contemporary issue for most human resources managers who are employed in these companies in Sri Lanka. There have been very few researchers done in terms of “Motivation” of the IT sector employees, their skill levels and their expectations from the current employers in the industry in terms of Rewards & Recognition. Hence this study was conducted bridge this gap & to identify & recommend few best practices to current & future HR managers who will be in charge of IT Sector in Sri Lanka

Index Terms- Employee Motivation, IT Sector, Rewards, Recognition, Retention, Sri Lanka

I. INTRODUCTION

Background to IT Industry Workforce Sri Lanka

The IT workforce in Sri Lanka grew by nearly 10,000 over the two years from 2004. Nearly 14,500 IT workers are required in the pasted (2007-2008) years which has now increased significantly more in this year.

There was a demand for 7,672 IT workers in 2007. A total of 5,755 graduates are needed in 2007 but only 2,216 IT Major graduates were added to the workforce in the mention year. Programming/Software Engineering is the largest job category with 27% of the overall workforce.

Testing and Quality Assurance engineers have increased from 4% of the total workforce in 2004 to 13% in 2006, the largest increase across all job categories. The overall attrition rate for the IT workforce has doubled from 6.6% in 2004 to 13% in 2006. Today it's even more.

The starting salaries of an IT worker is approximately Rs. 10,000 to 20,000 across all job categories, but with experience his capacity to earn increases at a higher rate if employed in the IT sector.

The overall IT workforce grew by around 20% year-on-year over the 2006-2008 years. That is a growth of nearly 10,000 IT professionals. IT sector can be further categorized into following sub categories.

- 1) IT Companies
- 2) Non IT companies
- 3) Government Sector

IT Jobs were classified into thirteen high-level categories according to their most dominant job function.

The thirteen Job Categories are;

- 1) Business Analysis and Systems Integration
- 2) Systems and Network Administration
- 3) Programming and Software Engineering
- 4) Database Administration and Development
- 5) Digital Media and Animation
- 6) Project and Programme Management
- 7) Testing & Quality Assurance
- 8) Sales and Marketing
- 9) Technical Support

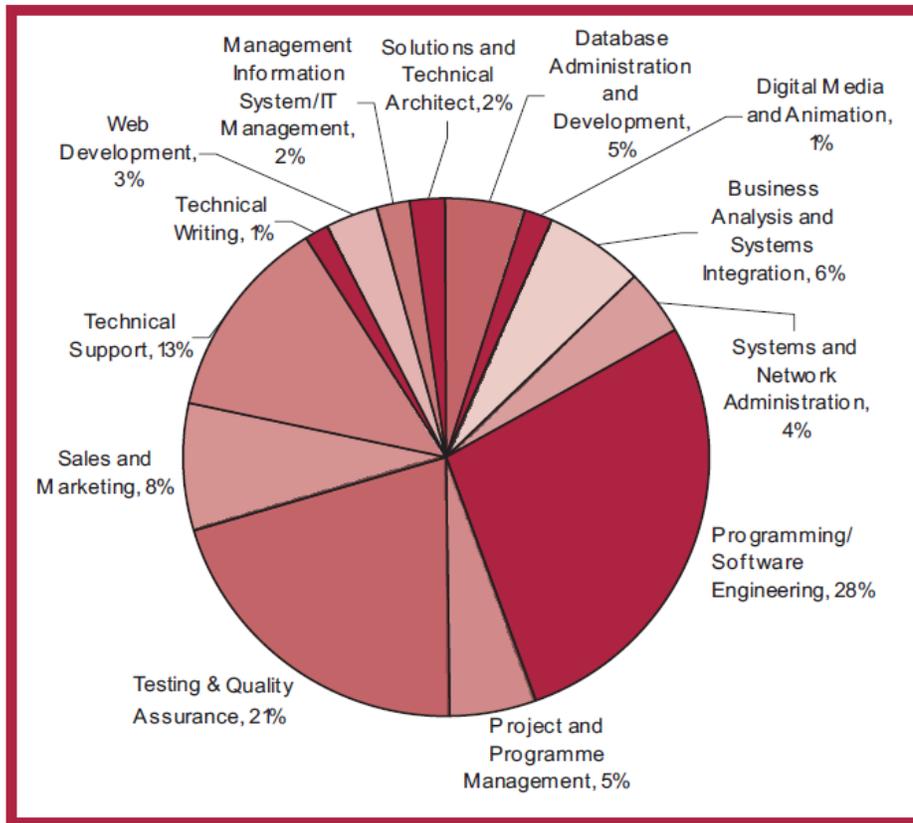
- 10) Technical Writing
- 11) Web Development
- 12) Management Information Systems/IT Management

Rising demand of IT Work Force

As per the graph shown below, this shows that Programming/Software Engineering (28%), Testing & Quality Assurance (21%) and Technical Support (13%) are the job categories in high demand.

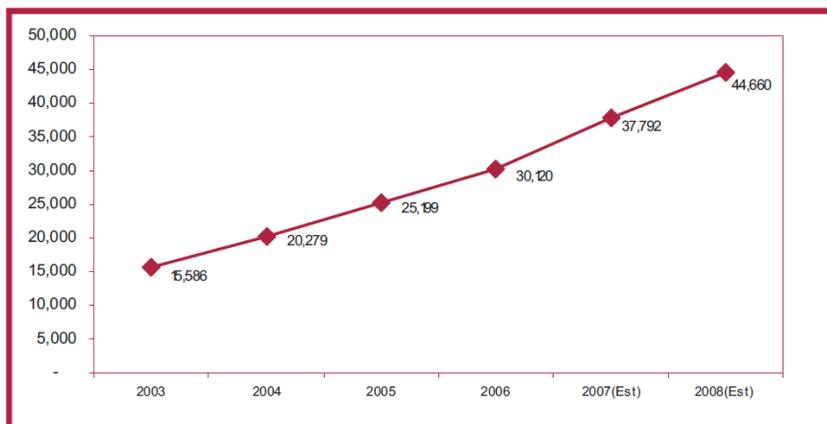
These are also the categories that have the largest communities in the current IT workforce.

Figure 1 Demand for IT professionals by Job Category



1.2.3 Demographics of the IT workforce: young and educated

Figure 2: Overall IT workforce growth trend 2003 - 2008



The IT workforce grew by 9,841 across the IT, non-IT and Government sectors to stand at 30,120 as at the end of 2006.

The workforce in the IT sector increased by 4,222 (122 short of expectation) and the non-IT sector grew by 5,409 (169 short of expectation) over the two years from 2004.

The Government sector (Ministries, Departments and Corporations) lagged behind with a growth of only 210 over the same period (633 short of expectation).

An educated workforce

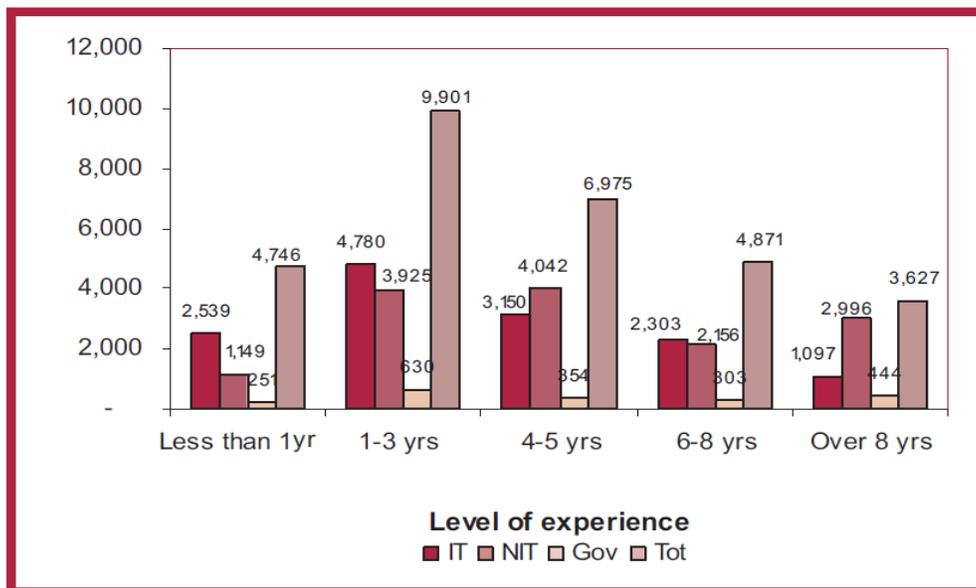
Around 43% of the workforce has a IT degree or above qualification

Over 80% of the workforce has an IT qualification. In the Government sector this has dropped down to 63%. In the IT and non-IT sectors the IT qualified workforce stands at 83% and 82% respectively. In the overall workforce, 43% have a degree or a higher qualification in IT.

Of all the graduates with an IT degree or above, 61% are employed in the IT sector while 35% are in the non-IT sector with the Government employing only 4%. Another 11% of the overall IT workforce has a degree or above qualification but not related to IT. However, they are employed in IT jobs across the three sectors. In other words more than half (54%) of the workforce has a degree or above qualification.

1.2.5 IT workforce by level of experience

Figure 3: Workforce gaining in experience



Experience is the most look forward qualification in this sector. This was the major consideration in the recruitment process. Experience level of the overall workforce seems to be increasing.

Nearly a three quarter (72%) of the workforce has less than five years of experience. At the same time 84% of the workforce has at least one year's experience. It appears that new entrants are attracted mainly to the IT sector.

Female representation keeping steady Just over a fifth (21%) of the overall IT workforce is female.

II. IDENTIFY, RESEARCH AND COLLECT IDEA

Statement of the Problem & Importance of Study

In IT industry most of the companies are projects based organizations. These projects are high technical based complex systems. (E.g.- Developing of complex software, ERP systems, web base multi access systems, High complex networks etc.)

The success of these projects depends on the successful performance of the IT employees who handle these projects. Most of these huge projects fail due to following reasons,

1. Employees leaving organizations leaving the projects uncompleted.
2. Key staff is been headhunted by competitor organizations and other companies.
3. Lacks of knowledge and experienced workers available for doing specific unique work.
4. Knowledge workers are migrating to other countries for better prospects.
5. Rapidly evolving technology as a result motivation and commitment to the job becomes a key necessity to become a good professional.

As a result IT firms had to bear huge loses both in time and in financial terms. It has been identified that motivation plays a key role in project staff retention as well as completing the projects successfully.

Objectives of Study

Once taking into consideration the above mention issue and the importance of study the author laid down following research objectives as mention bellow,

1. To do an overview study of the current IT workforce and its nature (various demographics factors, job market demand etc...) through various secondary data available.
2. To identify what factors which would motivates IT staff and what causes IT projects failure

Hypothesis to Be Tested

Author further wanted to test following hypothesis.

- H1 - Nonfinancial incentives/rewards are most appreciated than the financial incentives (rewards).
- H2 - Individual rewards and recognition motivates IT employees more than the general rewards and recognition
- H3 - Challenging and interesting work causes job motivation.

Methodology

Method of Research Used – Author has included both qualitative and quantitative qualities to the questioner since the prime need was to gather both descriptive information and to test the hypothesis which was made in the research objectives.

Primary & Secondary data sources

Here the author has used both primary and secondary data collection methods. The secondary data sources were various publications which had been released in Sri Lanka especially from ICTA (Information Communication Technology Agency Sri Lanka). Primary data which was collected through the designed questioner was distributed among the sample frame.

The questioner was design to support both qualitative and quantitative aspects of the collected data. This would increase the value of the collected data. MCQs were used to analyze the quantitative aspects while structured type questions were used to evaluate qualitative areas of motivational areas of IT professionals.

This primary data was used to test the three hypotheses. This required data is gathered under following areas,

1. Demographic data
2. Data relating to rewards factors
3. Data relating to recognition factors
4. Data relating to Motivational factors

III. WRITE DOWN YOUR STUDIES AND FINDINGS

Presentation of Results

It was found that IT employees are very serious about career growth opportunities. Rather than promotions they still want personal growth by enhancing their knowledge levels to do their present jobs well. (Through updating their knowledge and training opportunities, investing on knowledge management systems etc...)

When considering Maslow's theory of Needs, starting with basic needs to self-actualization level, (The highest need in the hierarchy). HR managers' effort should be to try and uplift the need level of their employees towards self actualization where they will be satisfied with the current employer.

Since the basic pay levels are high in most IT firms (The starting salary was 15,000-20,000) employees still clamor in achieving needs in the upper level of the hierarchy. Some IT firms have understood this very well where they provided activities like social dancing, yoga sessions to their employees. This is very important in providing the opportunity of maintaining a relax mind to the employees. This investment will return to the employees through increasing their thinking capacities. It's a vital factor in innovative and quick problem solving in the day to day work which is the most important skill of an IT person.

Hypothesis 1

H1 - Nonfinancial incentives/rewards are most appreciated than the financial incentives (rewards).

According to the question "how do you like to be rewarded?" 22% (n=19) of IT employees would like to receive appreciation both verbally and in writing from their employers and supervisors as rewards. Only 10% (n=9) stated salary increments. (Refer data presentation

Question 04)

70% (n=61) of the sample data would prefer having both financial and non-financial benefits as shown in the graph. It's clear that they did not want only financial benefits. (Refer data presentation Question 5b)

Further regarding rewards Job Satisfaction, Trainings for professional development were chosen as the most preferred rewards factors where compensation (Bonus) Plans was not very much attractive variables to IT employees where they even gave a higher ranking to Intellectual Challenge and Creativity factor than financial incentives.

(Refer data presentation Question 01)

- ✓ Considering above facts and figures, our conclusion is therefore that this hypothesis is true. Still financial (monetary) incentives plays vital role in IT organizations as a hygiene factor to keep employees satisfied with the job. It's still a motivating factor which can't be ignored or underestimated.

Hypothesis 2

H2 - Individual rewards and recognition motivates IT employees more than the general rewards and recognition?

In the author's question regarding "rewards", Over 80% of the sample wanted to receive rewards both in person and as a group. Only 19% mention that they would like to receive individual rewards. (Refer data presentation Question 02)

This shows that majority of the IT workers likes to be rewarded as a group. This is very important when it come to large projects where the project has been broken in to small groups. Success of these projects can significantly improve by recognizing and rewarding employees as a group.

In the author's question regarding "recognition", 18% (n=16) wishes to receive personal recognition from employers, 82% (n=71) of the sample preferred to receive recognition both person and as a group .This trend is seen in all the companies participated. . (Refer data presentation Question 08)

According to facts given above the second hypothesis can be rejected in order to develop an alternative hypothesis which is,

- ✓ ***H20-General (Both Individual and team) Rewards and Recognition Motivates IT Employees More Than the Individual Rewards and Recognition.***

It's a well-known fact that IT employees are not well recognized for what they do and their achievements. This study shows that 57 % (n=50) of the sample felt that to some extent they receive enough recognition for work they do.7% (n=6) said they do not receive enough recognition and 17% (n= 15) were not happy with the recognition that they receive. (Refer data presentation Question 09)

Study shows that in the current context, employers do make some effort to give due recognition to their employees which is an essential factor in making IT staff satisfied with present job.

When it comes to employee rewards since 35 %(n=31) was not quite happy with the rewards that they receive and they thought it's not adequate. Employers need focus on their rewards schemes further because they might lose their key people due to this dissatisfaction. Only 09% (n=8) felt that they do receive the due rewards. (Refer data presentation Question 03)

2% of the sample did not had an idea about their rewards at all

(Even though some companies had rewards schemes some employees was not aware about it. The rewards scheme need to be properly communicated to the employees. To motivate employees, the scheme needs to address the performance criteria of employees. (Whether it's individual or group rewards)

Hypothesis 3

H3 - Challenging and interesting work causes job motivation.

Challenging and interesting work were found to be an equally motivating factor compared to Pay benefits to the participants. Participants did not mention that pay benefits would motivate them to do a better work. This would be another area to study when it comes to IT employee motivation. (Refer data presentation of Question 11).

IT employees gave the highest ranking for interesting challenging work when it comes to present job satisfaction. It can be clearly vied as a job retention factor and a motivator for IT employees. (Refer data presentation of Question 16).This strengthens the third hypothesis where it says "Interesting challenging work causes job motivation".

- ✓ Author's conclusion is therefore that this hypothesis is true. ***“A challenging and interesting Work is an important factor for IT-professionals to be motivated and to perform a good work”.***

IT employees also have some concern about stability of the organization that they work for. The knowledge and the skill component of an IT employee give him a demand in the job market where he/she is easily shift companies for better working environment.

The study shows that employees gave a higher ranking towards following, than financial incentives and bonus schemes (*Refer data presentation of Question 01*).

- Job satisfaction
- Training for professional development
- Creativity aspects

However the need of the financial incentives depends on the current salary and the company benefits scheme. HR managers need to link their nonfinancial incentive scheme to increase creativity aspects of the company employees.

Conclusion

- In a time like this, (where our country is liberated and united once again) IT sector been the fifth largest exporter has far more miles to go in the present and in future. The sector is expanding very fast at the moment. The whole industry is depended on its IT staff and their level of commitment to the job. There for motivating, recognizing and rewarding IT-professionals have become a much more needed issue which has a significant importance.
- There is no set of clearly identifiable factors which keeps employees happy about their work. The task, skill, both internal external factors, variables such like changes in the economic direction, changes in living styles, social factors, individual goals, psychological and physiological needs and many other factors may have a bearing to employee motivation.
- Since most IT projects are expensive and there is no specific product to show until it's been developed (highly risk involve work). These are critical reasons as to why we need to keep IT employees motivated until the project is been completed and has been delivered to the customer.
- Therefore retaining the key people of the company for long time gives IT companies the needed competitive advantage over others. This is where employee motivation, rewards and recognition have the most important role to play. It was clear from this study that many IT companies has identified this aspect and have work for it at the present.
- The study pointed out the fact that rewards and recognition can bring about employee job satisfaction via individual and personal growth, increased creativity, career development opportunities etc.
- Since the IT industry and the environment are not in a stable conditions the participant's ideas and their feedback to this study may be emotional. Their feedback would have been different if this study has been done about 8-10 back where the industry was booming.
- In this study there were two hypothesis which were turn out be true (*hypothesis 1 and hypothesis 3*). *Hypothesis 2* were replaced by an alternative hypothesis according to the data which the author gathered. (*Please refer the Presentation of the Results section “Heading 10”*)

Recommendations

1. It's recommended to the employers to dedicate more time to rethink about the organizations compensation, training, rewards and recognition methods where majority of employees felt they would do a better job if they are better motivated.
2. It's also highly recommended that the employer appreciate the employees work by simple forms of ("A Thank You Note", "Project Completion Party", "Wishes for Job Well Done" etc.). This is where technical managers especially line managers in the IT sector need improve their leadership/people management skills to manage their HR assets better.
- In current scenario most of the line/project managers thinks only about the project that he/she is working where "people" element is neglected.
3. According to analysis results of the Question 13 it was found that only 39% of the IT employees were fully self-motivated to do better job. This indicates HR managers need to work towards addressing these issues because demotivated employees surely reduce productivity of the company.
4. Another important factor which was found out was the developing team of a software component is not given the due recognition to their work. This is where the final credit of all the hard work is been given to the marketing team or the project manager who handled the project. (Usually final presentation of a complete system is been done by above mention parties).

As a result the due recognition is not given to the developing team. This study clearly shows that most of the software developers were not satisfied with the recognition levels that they receive by the employer. As a result they were willing to accept jobs for better working environment. Management need to give serious attention to these issues because developing team acts as the heart of any IT company.

5. Employers' further need to change their organizations to increase creativity aspects of the employees where it will drive IT employees to reach over and above their potential capacities to serve their companies better. Proper work life balance is important in this regard.

Further Research

During this study author felt following area are important to do further research,

1. What motivates Females to select selecting IT as their careers.(The gender ratio/gap in IT industry is very high when compared with other industries)
2. The compensation package which an IT employees expect from an employer in different levels of the career.(eg- from junior programmer to senior software engineer)

IV. GET PEER REVIEWED

Here comes the most crucial step for your research publication. Ensure the drafted journal is critically reviewed by your peers or any subject matter experts. Always try to get maximum review comments even if you are well confident about your paper.

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VI. CONCLUSION

A conclusion section is not required. Although a conclusion may review the main points of the paper, do not replicate the abstract as the conclusion. A conclusion might elaborate on the importance of the work or suggest applications and extensions.

APPENDIX

Appendix A: Analysis of the Data & the Distributed Questioner

ACKNOWLEDGMENT

The preferred spelling of the word “acknowledgment” in American English is without an “e” after the “g.” Use the singular heading even if you have many acknowledgments.

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Appendix A: Analysis of the Data & the Distributed Questioner

Sampling and Selection

Out of total population of 44000 (approximate figures) IT employees in Sri Lanka sample including 170 IT employees are selected. To represent this sample out of total population of 144 IT related companies 10 companies were selected. Questioners were then sent to these selected organizations.

Following companies actively participated in the study by filling out the questionnaires.

Data Collected

Table 1: Distribution of Questionnaires

Distribution of Questionnaires				
Company	Amount of Employees	Questionnaires Sent	Questionnaires Received	Response Rate %
1)ICTA	60	30	15	50%
2)IRON ONE TECHNOLOGIES	50	20	08	40%
3)UCSC	40	20	11	55%
4)EPIC	50	25	10	40%
5)PWC	30	30	14	47%
6)DUO SOFT	60	45	29	64%
Total	290	170	87	52%
Author intended to collect 170 questionnaires, the Total Response Rate will be then 52%				

Table 2 : Demographical Data

	1)ICTA	2)IRON ONE TECH	3)UCSC	4)EPIC	5)PWC	6)DUO SOFT
GENDER						
Men	12	07	08	7	11	22
Woman	03	01	03	03	03	07
Total Respondents by Company:	15	08	11	10	14	29
Total Respondents:	87					
AGE						
18-25	03	07	02	05	02	12
26-35	10	01	09	05	09	17
36-45	02				01	
46-55					01	
56>					01	
EDUCATION						
G.C.E A/L or G.C.E O/L				01	02	03
University graduate	09	08	06	08	07	22
Master or doctoral graduate	05		03		03	02
Other	01		02	01	02	02
YEARS OF EMPLOYMENT WITH THE COMPANY						
Below 1 year	04	06		02	03	07
1-2 Years	03	02	04	05	04	11
2 years	03		01	01	03	04
3 years to 5 years	04		04	02	04	05
Above 5 years	01		02			02
CURRENT POSITION						
Manager	07		02		02	
Software Developer	01	06	03	06	02	15

Hardware and System Specialist	01				04	05
Administrative Staff	01		01			
Other	03	01		2	02	2
<i>OTHER SPECIFIED</i>						
Business Analysts						03
Project Officer	02					
Director IT					01	1
IT Security Managers					01	1
IT Consultants					02	2
Software QA staff/Engineer		01		02		06
Software Architects				02		
Networks & System Administrator			02			
Web Designers			02			

Hypothesis 1

H1 - Nonfinancial incentives/rewards are most appreciated than the financial incentives (rewards).

The questions relating to this hypothesis	
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Question 04:- How would you like to be rewarded when you have done a good work (*what would you like to receive as a reward*)?

Table 3: Question 04

STATEMENT	1)ICTA		2)IRON ONE		3)UCSC		4)EPIC		5)PWC		6)DUO SOFT		TOTAL	
	(F)	%	(F)	%	(F)	%	(F)	%	(F)	%	(F)	%	(F)	%
1. Appreciation for work	02	14	01	13	03	27	02	20	04	29	07	24	19	22
2.A Paid Vacation Trip			01	12	01	09	01	10					03	04
3.Bonus Financial Benefits	02	14			02	18			02	14	03	10	09	10
4.Give Feedback for Improvement	01	07							01	07	01	03	03	04
5.Salary Increments			02	25							06	21	08	09
6.Better Performance Appraisals Alien to Work Done	01	07	01	12					01	07			03	04
7.More Authority and Decision Making	01	07											01	01
8.Promotions	01	07					01	10			03	10	05	6
NO ANSWERE	07	47	03	38	06	54	04	40	06	43	09	31	35	41
TOTAL	15	100	08	100	11	100	10	100	14	100	29	100	86	100

“F” – Frequency, “%” – Percentage

Table () – 22% (n=19) of IT employees would like to receive appreciation both verbally and in writing from their employers and supervisors. A wide majority still wanted financial benefits 10% (n=9) and salary increments 09% (n=8) as rewards for their work done. (More weight is given to the non financial factors like recognition)

35% (n=41) of the employees did not answered the question. Reasons may be because it’s a structured type question. Promotions, paid vacations and feedback for their work were also most preferred ones. One or two participants had mention that team party was also preferred rewards factor.

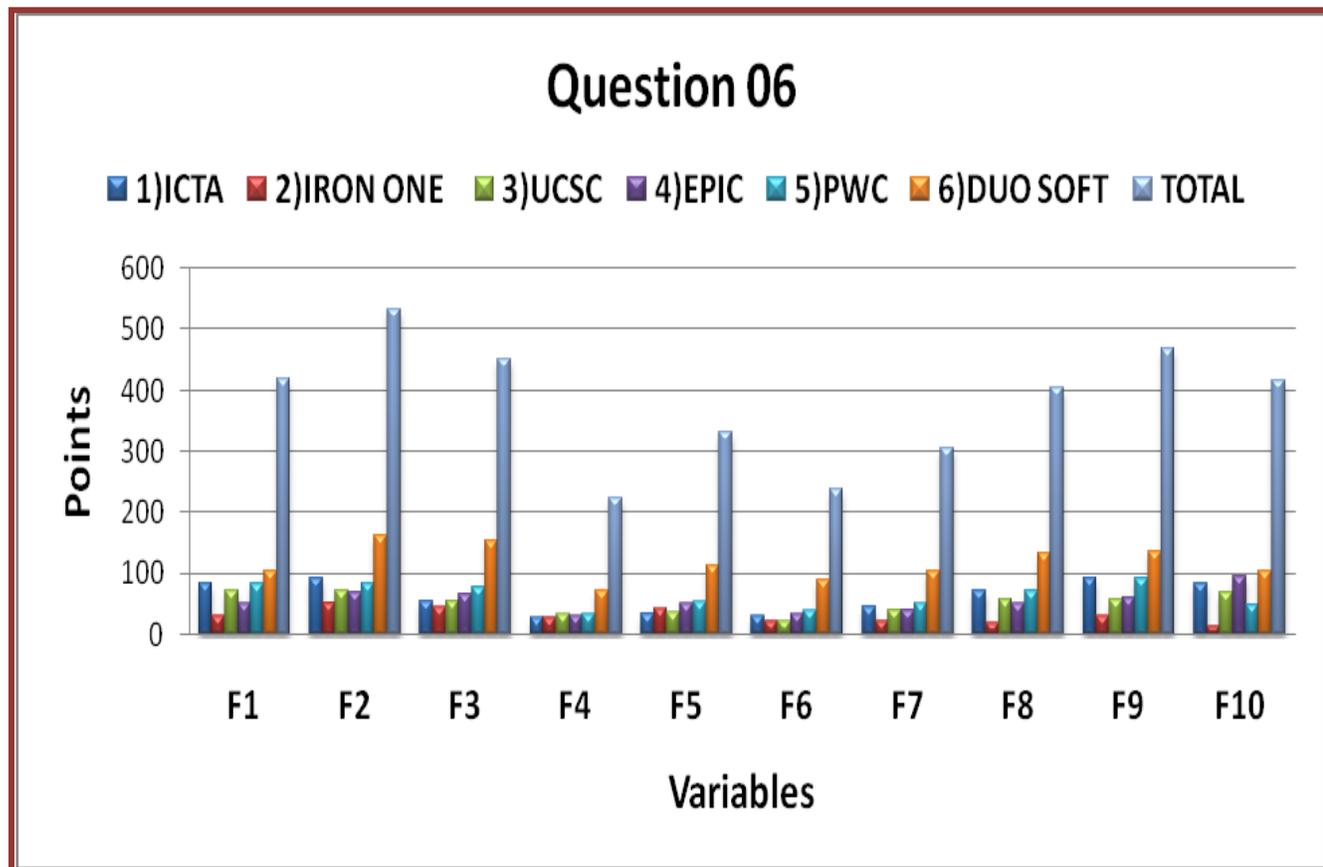
Question 06:-

Arrange the following recognitions in order of your preference from 1 to 10, (where 1 represents the best type of recognition and 10 represent the least best type of recognition:)

Variables

- F1 -Time off with Pay
- F2-Lunch “on the house”
- F3-Thank You Note
- F4- Full appreciation of work done
- F5 -Certificate for outstanding service or ideas
- F6-Development Opportunities
- F7- Employee Award
- F8- Team-of-the-Month Award
- F9- Years of Service Awards
- F10- Other

Figure 4: Question 06



COMPANY	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10
1)ICTA	82	91	55	28	35	30	46	72	91	83
2)IRON ONE	30	52	45	27	43	22	23	20	32	14
3)UCSC	73	73	55	33	37	23	41	57	58	69
4)EPIC	50	70	67	31	51	34	41	51	60	96
5)PWC	82	84	77	33	53	40	51	71	91	49
6)DUO SOFT	103	162	152	72	112	89	103	134	135	104
TOTAL	420	532	451	224	331	238	305	405	467	415

(Graph):-

Lowest total points were (F6) Development Opportunities while highest total points were (F2) Lunch “on the house” which is the least preferred variable.

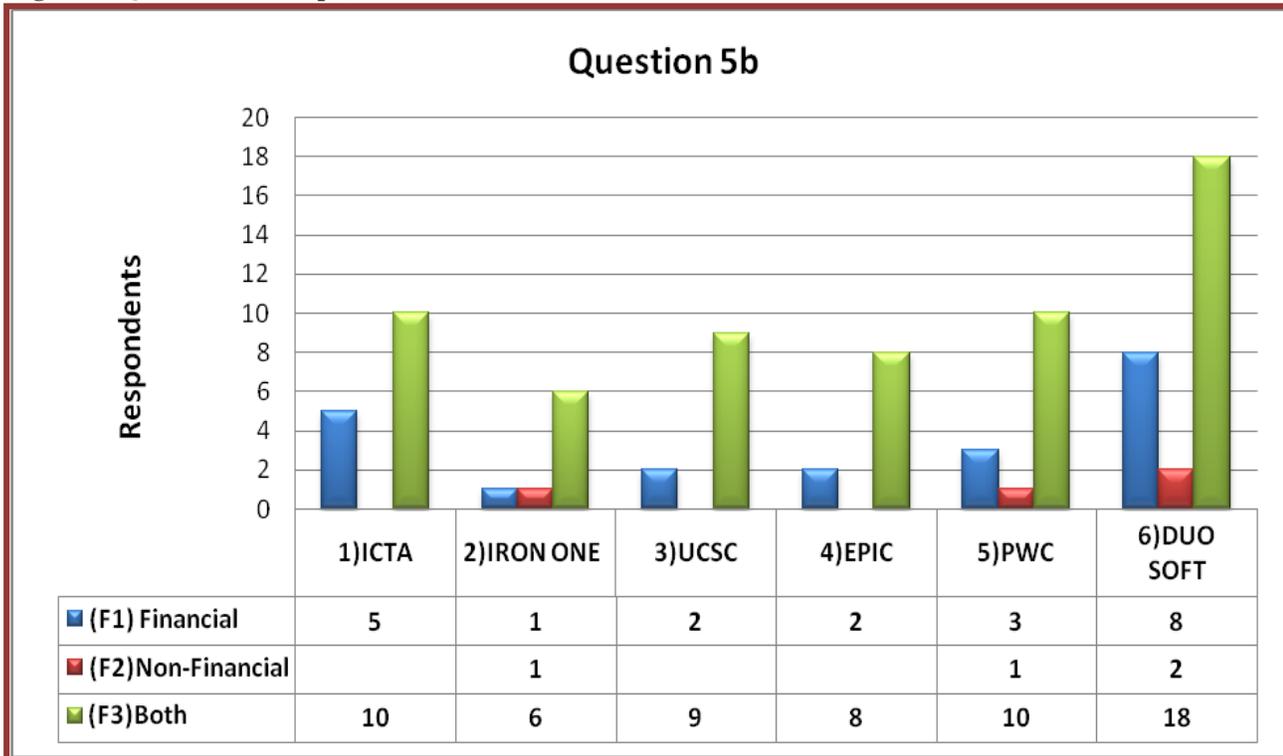
(F5)Certificate for outstanding service or ideas, (F6) Development Opportunities were other forms of recognition which IT employees gave a higher ranking for their preference.

Question 05b:-

1. b)What type of incentives motivates you more

Financial Non-Financial Both

Figure 5: Question 5b (Graph)



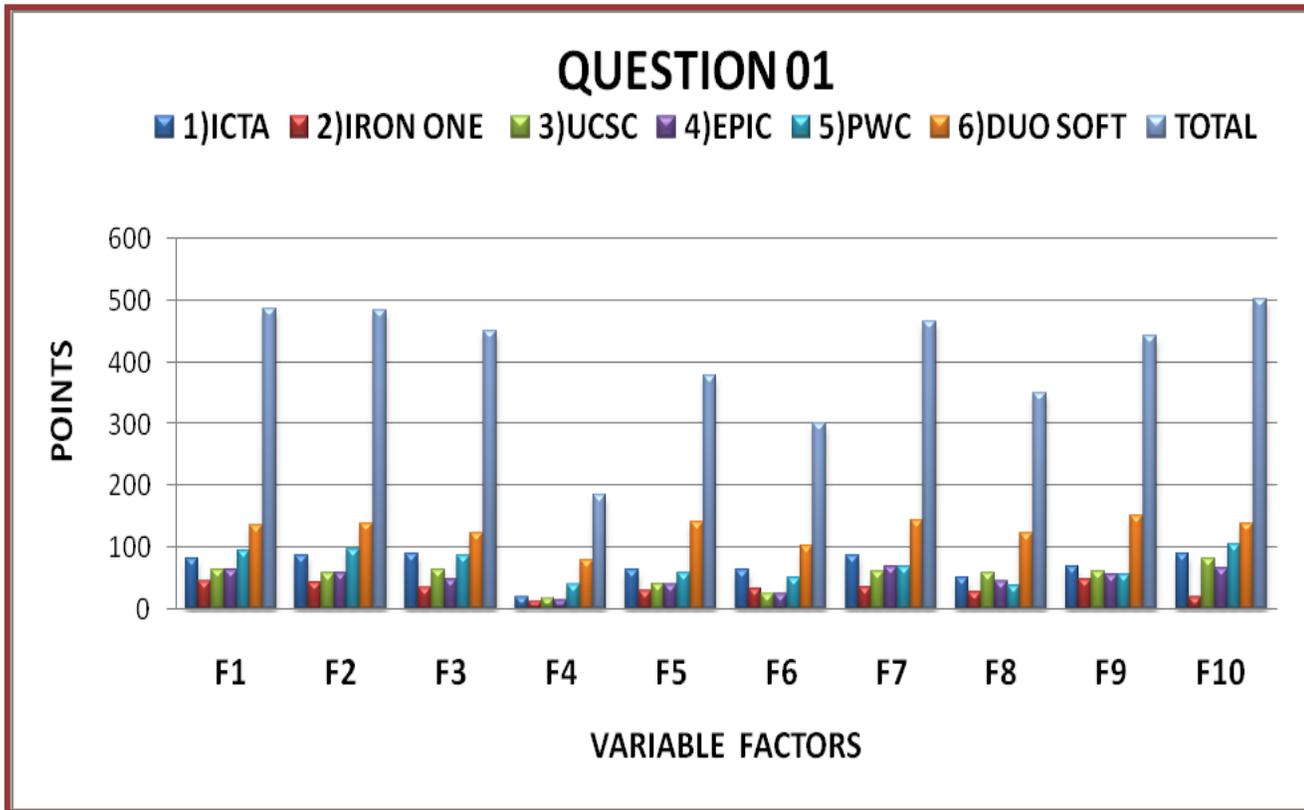
(Graph):-

Majority 70 % (n=61) of the sample data would prefer having both financial and non-financial benefits as shown in the graph.

Question 01 (Graph):-

Arrange the following rewards in order of your preference from 1 to 10, where 1 Represent the best reward and 10 the least best reward:

Figure 6 : Question 01 (Graph)



COMPANY	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10
1)ICTA	81	87	91	21	64	63	88	52	68	90
2)IRON ONE	45	44	35	13	30	34	36	29	49	19
3)UCSC	64	58	64	18	42	26	62	60	61	82
4)EPIC	64	59	49	14	40	25	69	45	57	67
5)PWC	96	97	87	40	60	52	69	39	56	104
6)DUO SOFT	136	140	124	80	141	102	143	124	152	140
TOTAL	486	485	450	186	377	302	467	349	443	502

- F1- Insurance Scheme
- F2- Pension or compensation (Bonus) Plans
- F3- Beneficial Loans
- F4-Job Satisfaction
- F5- Intellectual Challenge and Creativity
- F6- Trainings for professional development
- F7- Paid Vacations
- F8- Effective Performance Appraisal System
- F9- Participation in Decision Making
- F10- Other Best Rewards you have Receive.....

(Graph):- According to the analyses as shown in the graph F4-Job Satisfaction, F6- Trainings for professional development were chosen as the most preferred rewards factors. (This counts the minimum total points)
 Graph shows that Insurance Scheme, F2- Pension or compensation (Bonus) Plans was not very much attractive variables to IT employees (highest total points) where they gave a higher ranking to Intellectual Challenge and Creativity comparing.

Hypothesis 2

H2 - Individual rewards and recognition motivates IT employees more than the general rewards and recognition?

The questions relating to this hypothesis	1	2	3	4	5	5
	7	8	1	9	1	1

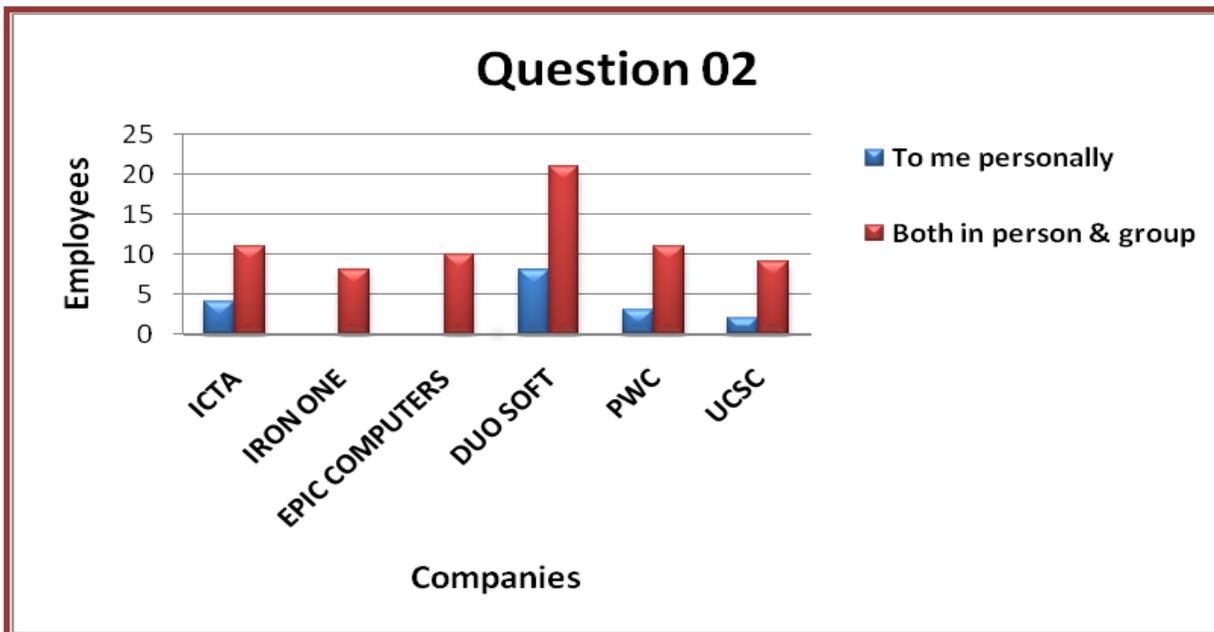
Question 02 (Graph):-

How do you wish to receive rewards from your employer?

To me personally

both in person and as a group/team

Figure 7 : Question 02 (Graph)



company name	To me personally	Both in person & group	Total Of record no
ICTA	4	11	15
IRON ONE		8	8
EPIC COMPUTERS		10	10
DUO SOFT	8	21	29
PWC	3	11	14
UCSC	2	9	11
TOTAL	17	70	87
PERCENTAGE	19%	80%	

(Graph):-

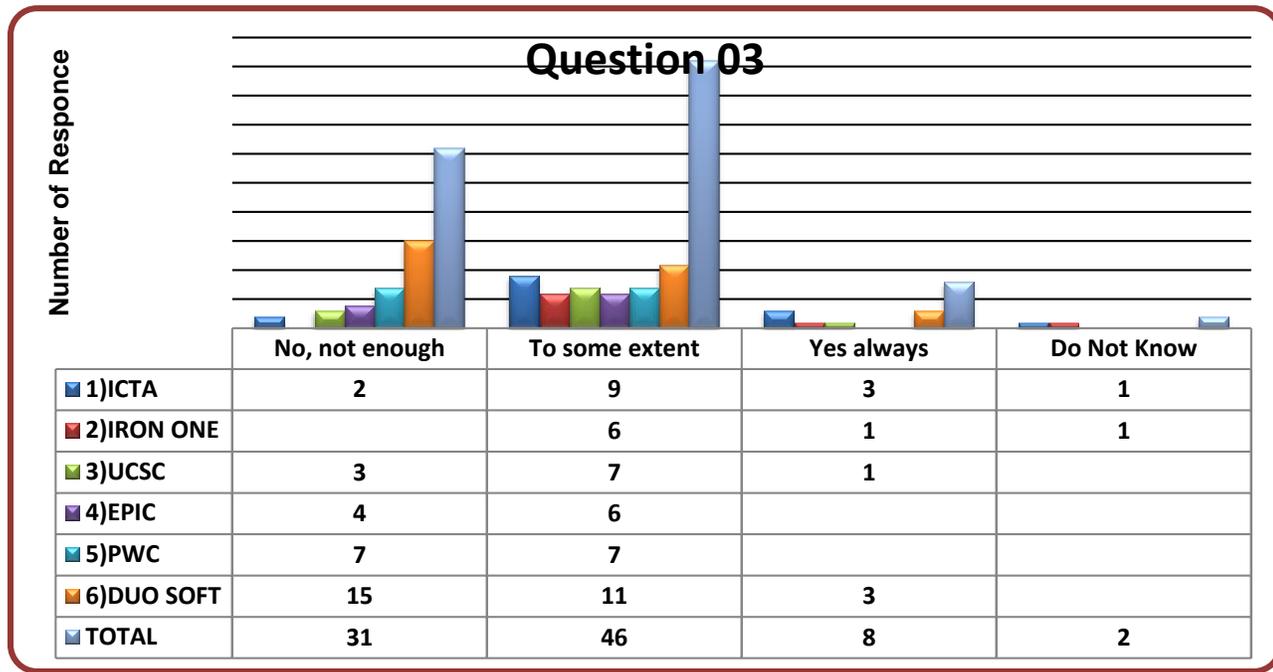
Over 80% of the sample wanted to receive rewards both in person and as a group. Only 19% mention that they would like to go for individual rewards.

Question 03 (Graph):-

3.) Do you feel that you have received enough rewards for the work you have done?

- No, not enough
- To some extent
- Yes, always
- Do Not Know

Figure 8: Question 03 (Graph)



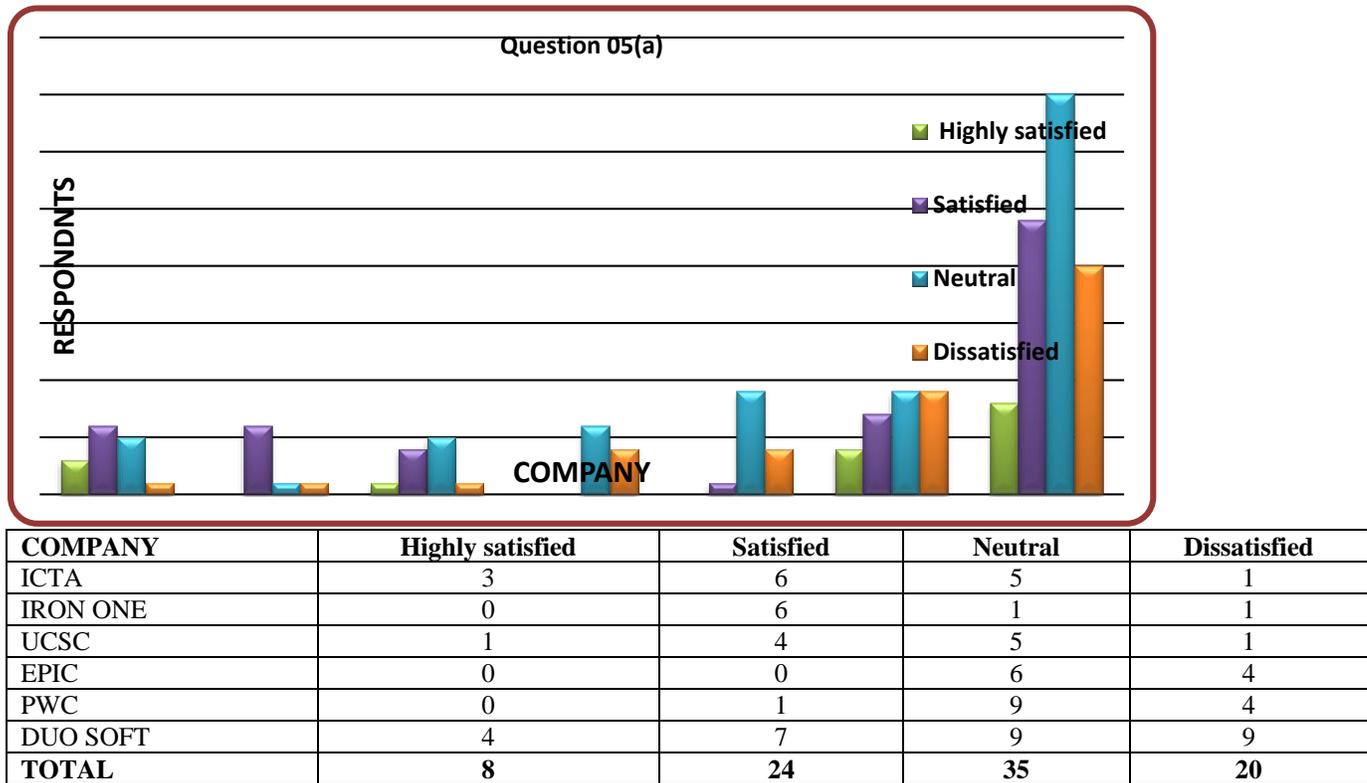
(Graph):-

52% (N=46) of the sample felt that they have receive rewards to some extend for their work performed.35 %(n=31) was not quite happy with the rewards that they receive and they thought it’s not adequate. Only 09% (n=8) felt that they do receive the due rewards while 2% did not had an idea about rewards at all.

Question 05a (Graph):-

5. a) Satisfaction with the Present incentive Scheme.

Figure 9 : Question 05a (Graph)



(Graph):-

Only 9 % (n=8) of the sample were highly satisfied to the incentive scheme.28 % (n=24) were satisfied while 23 % (n=20) were dissatisfied with the current incentive scheme. Majority which is 40% (n=35) were neutral where they did not liked to give a straight answerer.

This reflects that the most Sri Lankan IT companies provide a fairly reasonable incentive scheme to their employees comparing to other industrial sector. Study shows that “incentives” as rewards does provides a fair amount of motivation to present IT employees in Sri Lanka.

Question 07a:-

7a) what is the best recognition you have received? _____

After going through the respondents replies following factors were identified as the most needed form of recognition by the IT employees in the sample population,

Appreciation

Employees mentioned that they would like to be appreciated by their management/supervisors for the work they have done by written or oral recognition. These appreciations can be in following forms,

- I. Employee award, certificates for creativity, hard work etc.
- II. Promotions, assigning more responsibilities.
- III. Just a thanking note

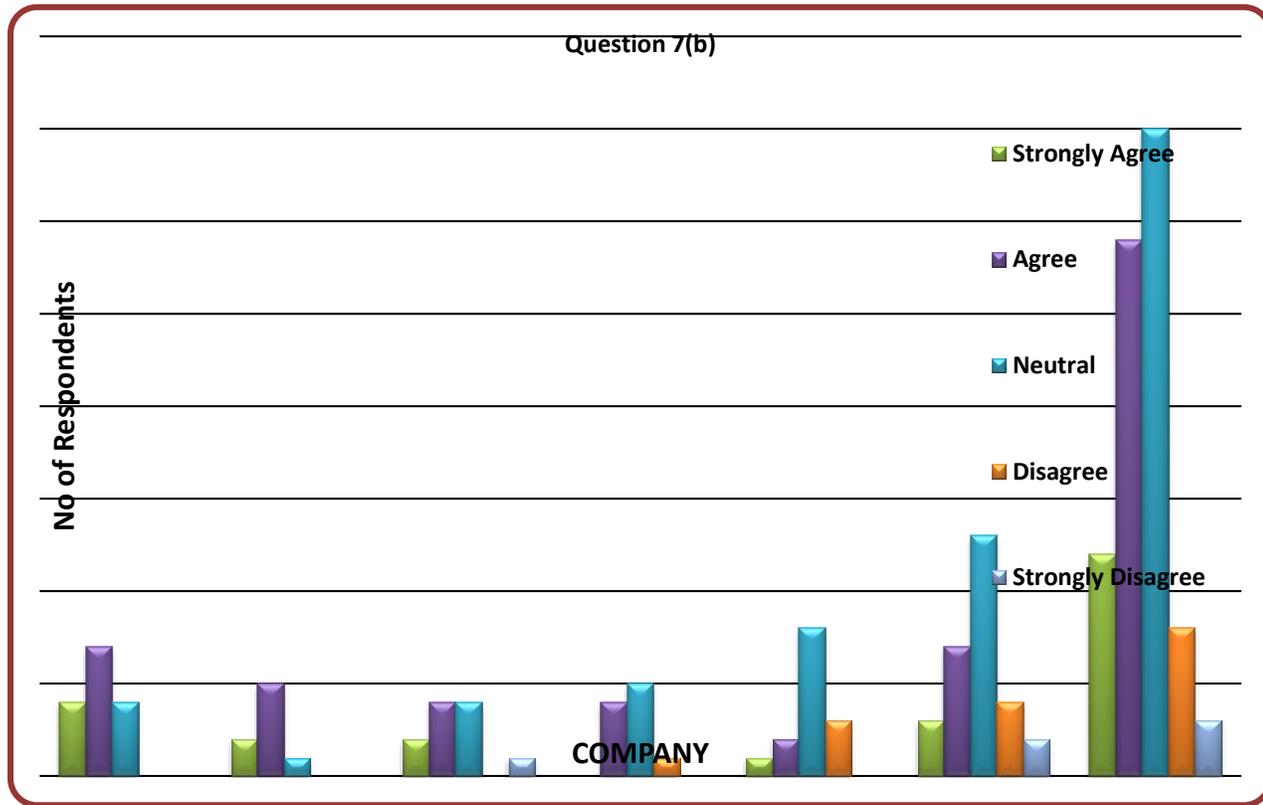
- ✓ Many other employees mentioned that they would like to be appreciated by giving them training and development opportunities.

Question 07b (Graph):-

7b) your company is eager (very keen) in recognizing and acknowledging employee’s work.

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree

Figure 10 : Question 07b (Graph)



COMPANY	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
ICTA	4	7	4		
IRON ONE	2	5	1		
UCSC	2	4	4		1
EPIC		4	5	1	
PWC	1	2	8	3	
DUO SOFT	3	7	13	4	2
TOTAL	12	29	35	8	3

(Graph):-

40 % (n=35) gave a neutral as the answer. Others agreed that their companies are keen in recognizing and acknowledging employee’s work. [14 % (n=12)- Strongly Agree, 33% (n=33) Agree]

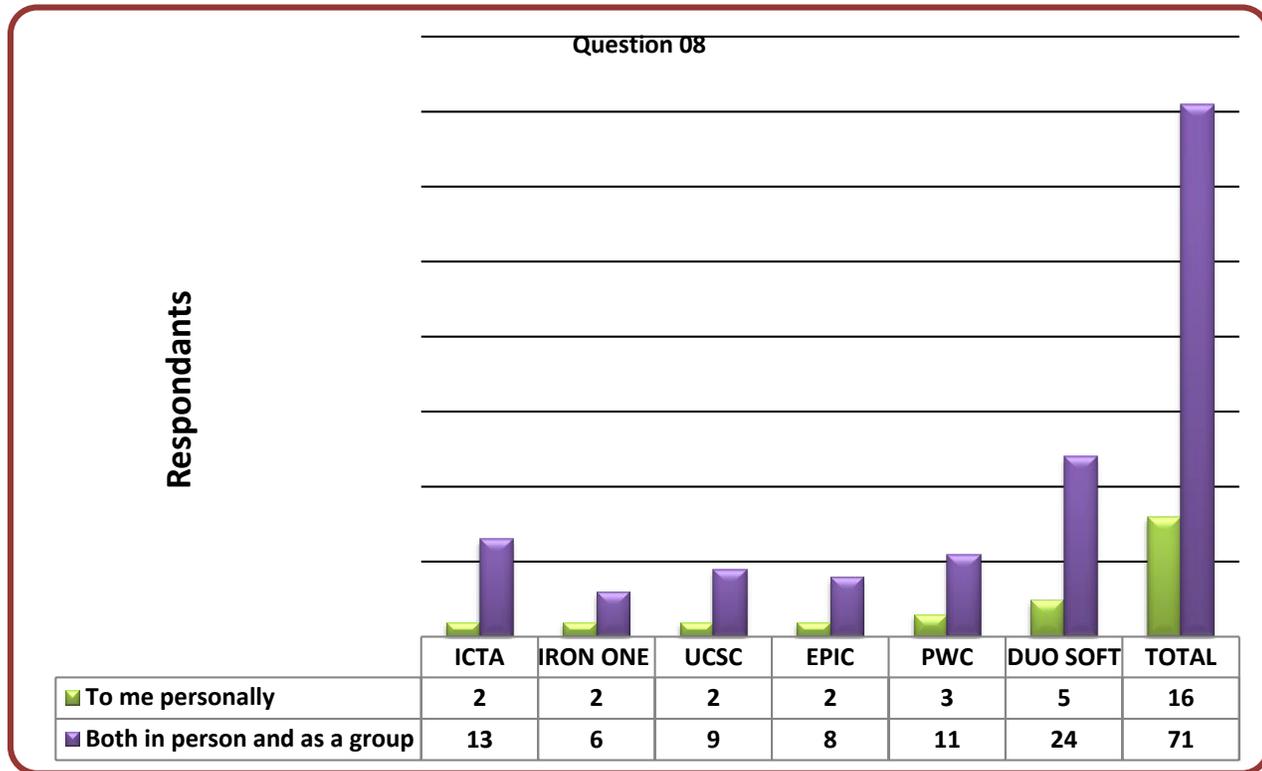
9 % (n=8) disagreed while 4 % (n=3) strongly did not agreed that their employers do not make enough attempt in acknowledging employee’s work.

Question 08 (Graph):-

8. How do you wish to receive recognitions from your employer?

- To me personally
- Both in person and as a group/team
- Other

Figure 11 : Question 08 (Graph)



(Graph):-

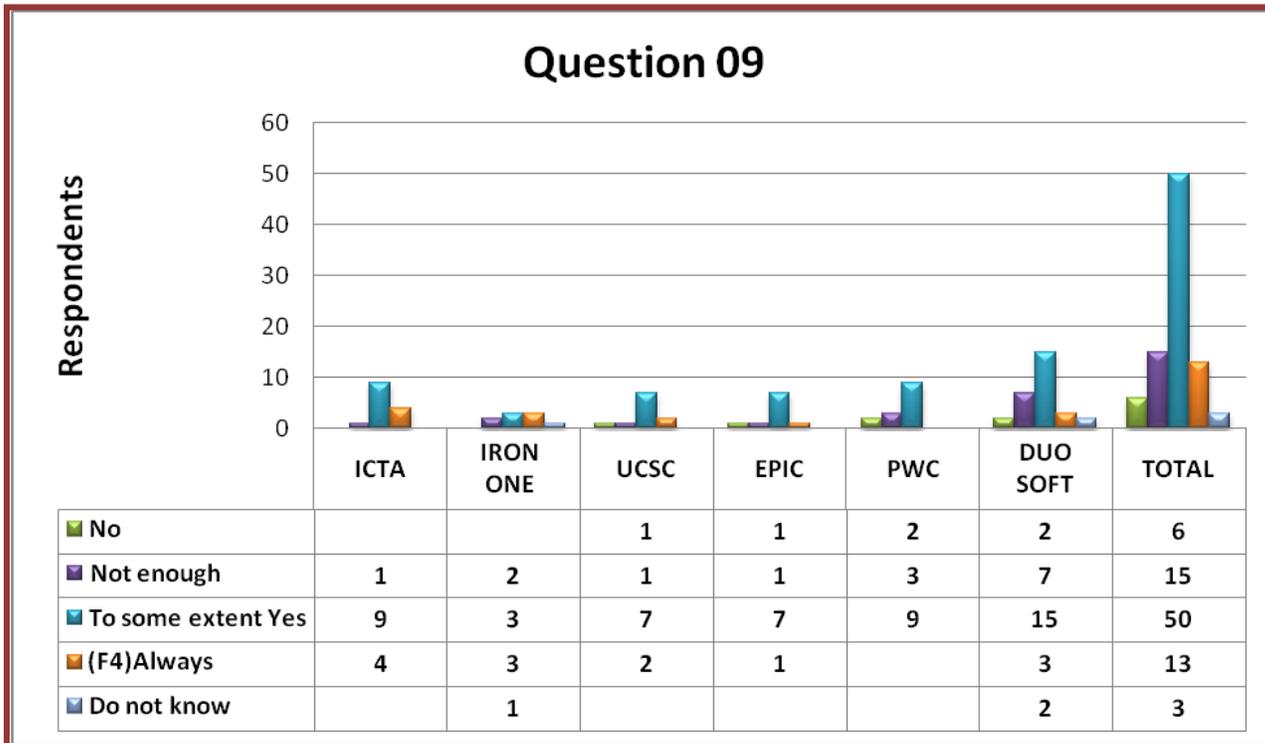
18% (n=16) wishes to receive personal recognition from employers, 82% (n=71) of the sample preferred to receive recognition both person and as a group .This trend is seen in all the companies participated.

Question 09 (Graph):-

9. Do you feel that you have received enough recognition for the work you have done?

- No
- Not enough
- To some extent Yes
- Always
- Do not know

Figure 12 : Question 09 (Graph)



(Graph):-

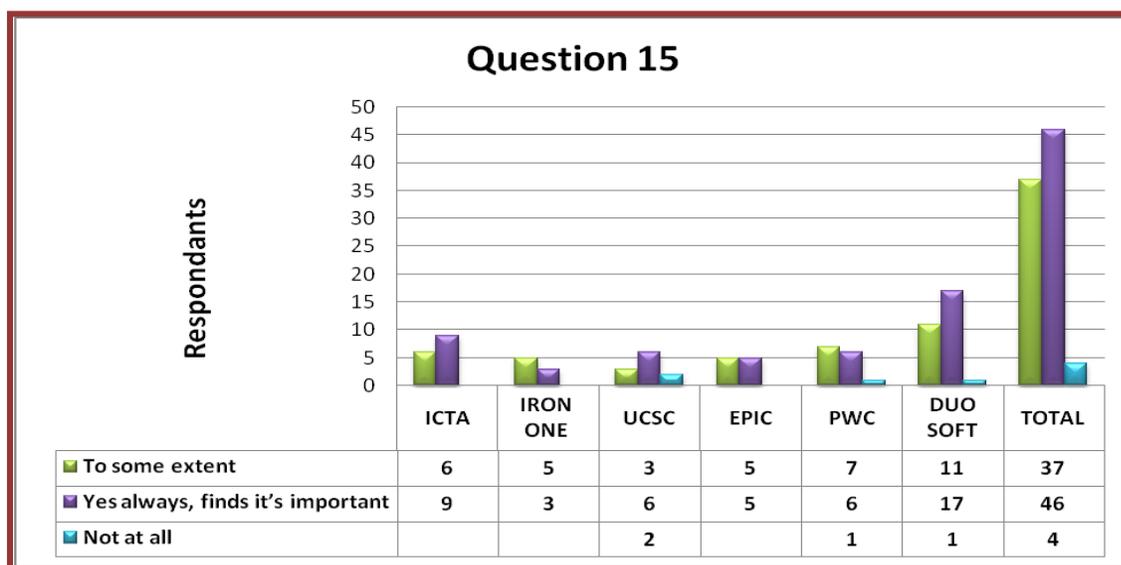
57 % (n=50) of the sample mentioned that they felt to some extent they receive enough recognition for work they do.7% (n=6) of the sample mentioned “NO”, 17% (n= 15) were not happy with the recognition that they receive.3% had no idea about recognition levels.

Question 15 (Graph):-

15.) Do you believe Motivation is the most crucial factor to complete an IT Project successfully?

Not at all () to some extent () Yes always, finds it’s important ()

Figure 13 : Question 15 (Graph)



(Graph):-

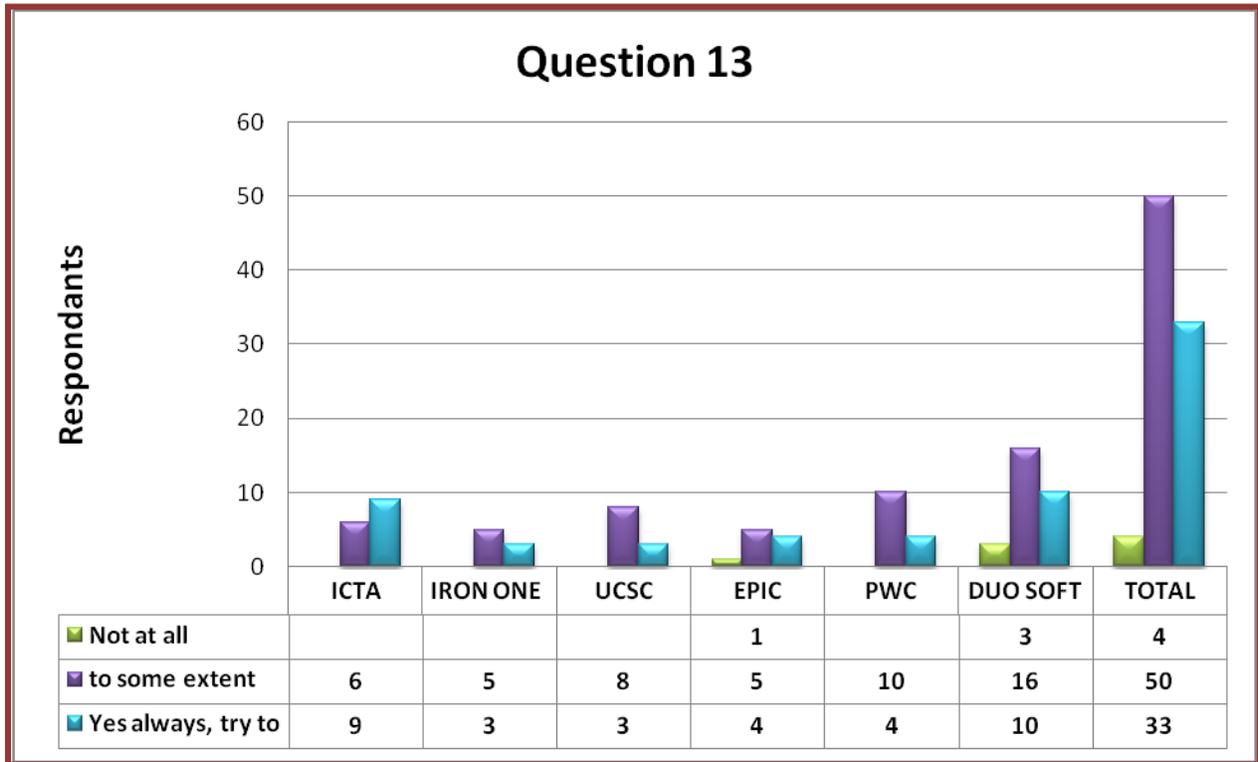
53% (n=46) Agreed that motivation is the most crucial factor, while 42% (n=37) mentioned to some extent they believed motivation affect in completing a project successfully. 2% replied no to this question.

Question 13 (Graph):-

13.) Are you motivated to do a good work?

Not at all () to some extent () Yes always, try to ()

Figure 14 : Question 13 (Graph)



(Graph):-

4% (n=4) of employees were not motivated at all. 57% (n=50) were motivated to some extent and 39% of the IT employees were motivated to do better work.

Hypothesis 3

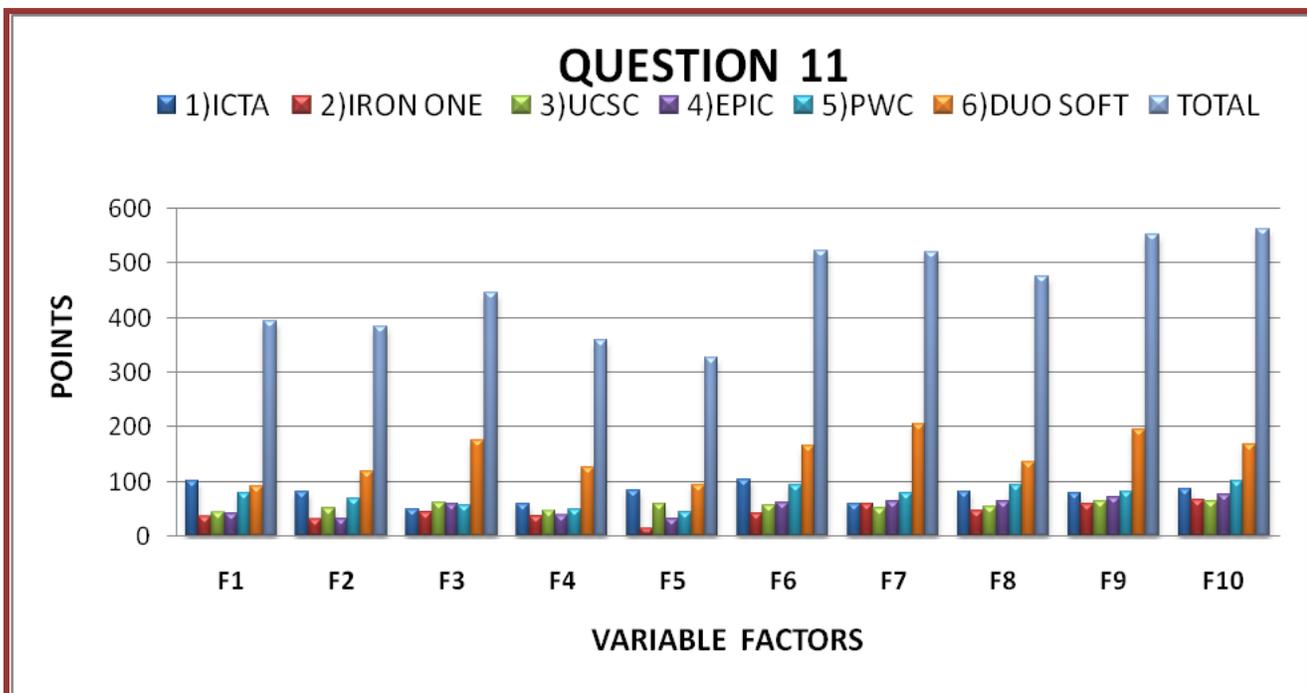
H3 - Challenging and interesting work causes job motivation.

The questions relating to this hypothesis	11	1	13	14
	15	16	17	

Question 11 (Graph):-

11. Arrange the following motivational factors in order of your preference from 1 to 10, (where 1 represent the best type of motivational factor and 10 represent the least best type of motivational factor)

Figure 15 : Question 11 (Graph)



COMPANY	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10
1)ICTA	102	82	50	60	83	103	60	82	79	87
2)IRON ONE	36	31	44	38	15	42	60	47	60	67
3)UCSC	43	51	62	46	59	57	51	54	65	64
4)EPIC	42	33	58	39	33	62	63	63	71	76
5)PWC	80	68	57	50	45	93	80	94	82	101
6)DUO SOFT	91	118	176	126	93	165	206	135	195	168
TOTAL	394	383	447	359	328	522	520	475	552	563

- F1-Job Security & Company Image
- F2- Promotion and career development
- F3- Challenging and Interesting work itself
- F4- Full appreciation of work done
- F5- Pay and benefits
- F6- Physical Environment

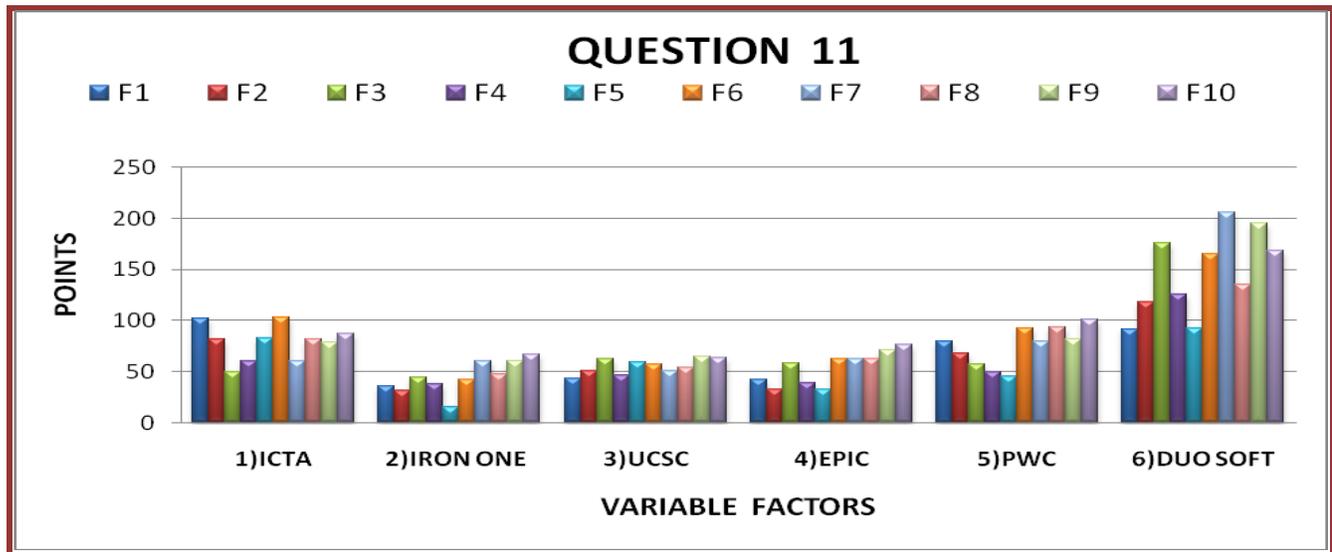
- F7- Decision making & empowerment
- F8- Flexibility & Relationships with co-workers
- F9- Achievement
- F10- Effective Performance Appraisals

(Graph):-

(F4) Full appreciation of work done, (F5) Pay and benefits were the most preferred motivational factors which scored the minimum total points (Highest Rankings).

(F7) Decision making & empowerment, (F8) Flexibility & Relationships with co-workers, (F9) Achievement were the least preferred variables which scored the highest total points.

(F3) Challenging and Interesting work itself, (F6) Physical Environment was too considered as somewhat preferred variables of motivation.

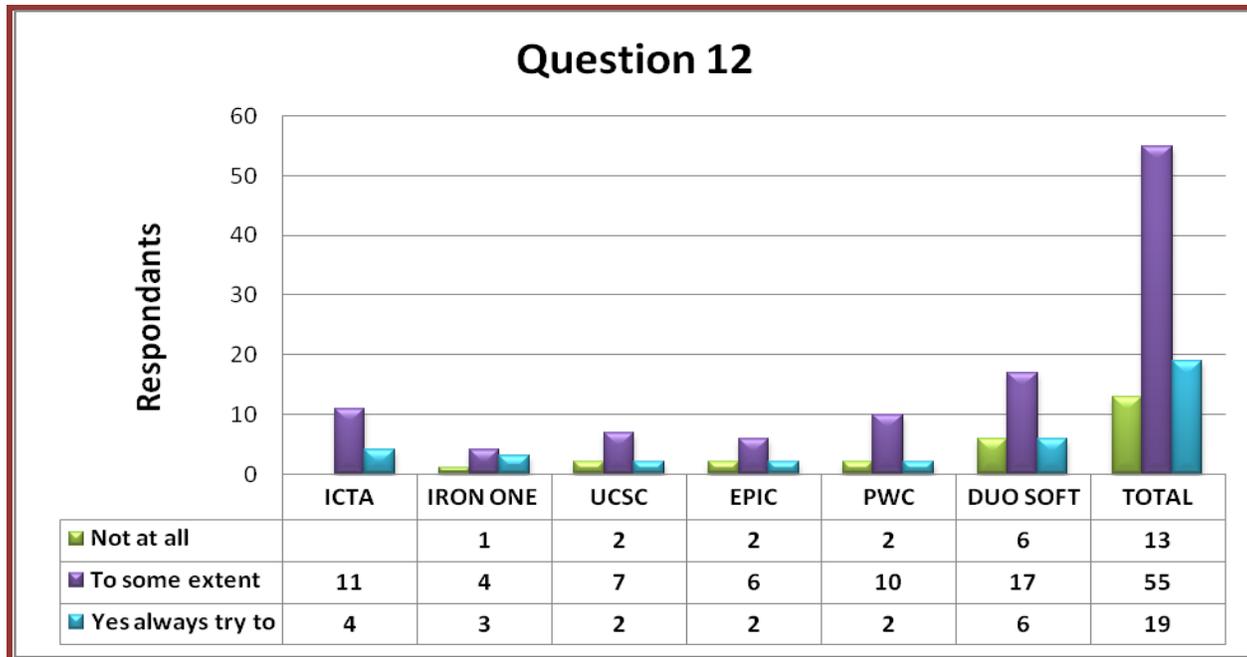


Different motivational factors were chosen as most preferred variable by different companies, Eg-ICTA employees ranked the (F6) Physical Environment as most preferred while Duo soft ranked (F7) Decision making & empowerment as the most preferred factor.

Question 12 (Graph):-

12.) How does your employer, try to Motivate you to do a good work?
 Not at all () to some extent () Yes always, try to ()

Figure 16 : Question 12 (Graph)



(Graph):-

15 % (n=13) of the sample data mentioned that their employer never try to motivate their good work.63% (n=55) replied that employers make an effort to motivate them to some extend.22% (n=19) stated employers do try to motivate them where possible. Majority of IT companies in Sri Lanka do try to motivate their employees.

Question 14:-

14.) Would you do a better job if you were better motivated? _____

76% (n=66) out of 87 participants replied Yes.

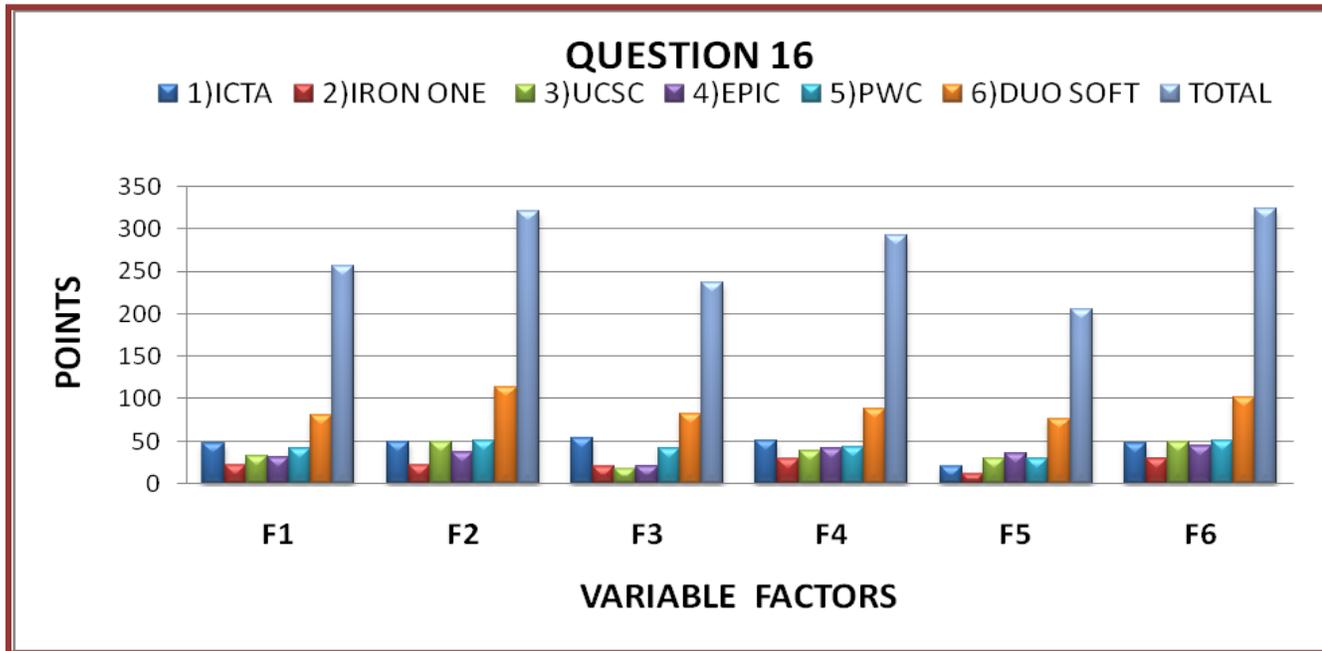
24% (n=20) did not answered this question.

- Majority of IT employees would like to work better and productively if they are better motivated.

Question 16 (Graph):-

16. Range the following the most important things for you, **staying with your current job** from 1 to 6, (where 1 is the most important thing and 6 the least important thing :)

Figure 17 : Question 16 (Graph)



COMPANY	F1	F2	F3	F4	F5	F6
1)ICTA	48	49	54	51	20	48
2)IRON ONE	22	22	20	29	12	30
3)UCSC	33	49	18	39	30	49
4)EPIC	31	37	21	41	36	44
5)PWC	41	50	41	43	30	51
6)DUO SOFT	81	114	83	89	77	102
TOTAL	256	321	237	292	205	324

VARIABLE FACTORS

- F1- Stability in my working life
- F2- Compensation and monetary rewards
- F3- Further training opportunities and higher education level
- F4- Promotion for higher position
- F5- Interest in the work I am performing
- F6- I see potential growth in the organization I work in

(Graph):-

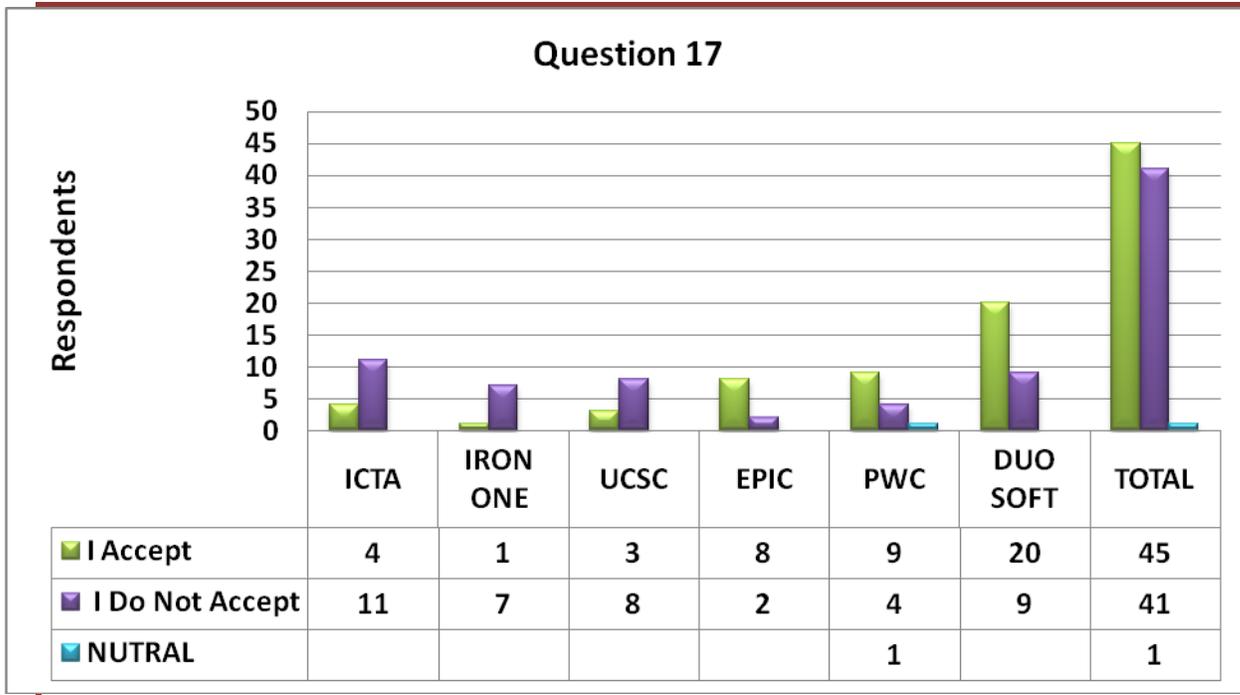
Highest total points which is the least preferred variable was (F2) Compensation and monetary rewards .What IT employees most liked was (F5) Interest in the work I am performing and (F3) Further training opportunities and higher education level. This data is a clear representation which is to say IT employees do not give much of concern to compensation and monetary rewards when it is to compare with career development.

Question 17 (Graph):-

17.) If another organization today offers you the same job you have today, would you accept that employment? Please state why you should accept or not accept that employment:

I Accept I Do Not Accept

Figure 18 : Question 17 (Graph)



(Graph):-

52 % (n=45) Respondents were willing to accept the job.47 % (n=41) were not willing to accept the job.1% of the sample were neutral to the question.

This is a clear indication where it reflects that most of IT employees would still go for a better job.