



"STUDY ON THE IMPACT OF DEMOGRAPHIC FACTORS ON MOTIVATION AT WORKPLACE IN THE IT SECTOR: A COMPREHENSIVE STUDY OF EMPLOYEE PERCEPTIONS AND PREFERENCES"

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ABSTRACT:

This research explores the influence of demographic factors on employee motivation in the IT sector, analyzing key motivators such as growth and learning opportunities, self-actualization, managerial support and feedback, recognition and incentives, compensation and advancement, flexible work policies, job stability, health and wellbeing benefits, coffee and refreshments, and team bonding and engagement. The analysis identified meaningful differences among demographic groups, with statistical significance (p -value < 0.05), except for Flexible Work Policies in most cases.

Younger employees (18–30) prioritize Growth and Learning Opportunities, Managerial Support, and Recognition & Incentives, while older employees (30–50+) focus on Job Stability, Compensation, Health Benefits, and Team Bonding. Gender-based differences show that males emphasize Growth and Managerial Support, whereas females prioritize Self-Actualization, Compensation, Flexible Work Policies, and Well-being Benefits. Salary also plays a crucial role. Employees earning ₹1–10 lakh report higher satisfaction with growth opportunities and recognition, while those in the ₹21–30 lakh range value job stability, self-actualization, and health benefits.

Work experience influences motivation, with early-career professionals (<1 year) favoring Growth and Recognition, while those with 10+ years focus on Stability and Well-being. Marital status further differentiates preferences, as single employees seek career growth, while married employees prioritize security and interpersonal connections. Work mode also impacts motivation onsite employees report the highest satisfaction with Self-Actualization, Team Bonding, Job Stability, and Well-being, followed closely by hybrid employees, whereas remote employees exhibit lower satisfaction in these areas.

These insights provide a foundation for organizations to develop tailored motivation strategies, enhancing workplace fulfillment, efficiency, and retention within the dynamic IT industry.

Keywords: Employee Motivation, IT Sector, Demographic Factors, Workplace Engagement, Motivational Factors

INTRODUCTION:

Motivating employees is crucial for maintaining high Efficiency and output, particularly in the fast-paced Information Technology (IT) industry. Employee motivation directly influences job satisfaction, commitment, and engagement, all of which drive organizational success. Understanding the factors that affect motivation is essential for IT companies to remain competitive. Employee motivation is influenced by intrinsic elements like personal growth, job satisfaction, and sustaining work-life balance, as well as extrinsic factors such as compensation, recognition, job stability, and opportunities for career advancement. Achieving a balance between these factors is essential for improving both performance and overall satisfaction. This study focuses on analyzing the impact of demographic factors, such as age, gender, income, professional experience, marital status, and work mode, on employee motivation within



the IT sector. Motivational factors like growth and learning opportunities, self-actualization, managerial support, recognition and incentives, compensation and advancement, flexible work policies, job stability, health and wellbeing benefits, refreshments, and team bonding and engagement will be examined. By analyzing these factors across various demographic groups, the research will offer insights into how IT organizations can tailor their motivational strategies. Given the diversity of the IT workforce, with varying career stages, salaries, and work modes (remote, onsite, or hybrid), the study will identify how different factors motivate employees. For instance, younger employees may prioritize learning and growth, while older employees may value job stability and team bonding more.

The results will offer recommendations for IT companies to enhance employee motivation, Improve job satisfaction, and increase retention, thereby boosting overall organizational performance.

LITERATURE REVIEW:

Employee motivation has been studied a lot in organizations. Many studies show that both financial rewards (like salary) and non-financial rewards (like recognition and career growth) are important for motivating employees. Rani et al. (2021) [1]. found that good pay, career advancement, and appreciation are key motivators. Pandya (2024) [2]. also mentioned that employees are motivated by both types of rewards, with recognition and good work culture being very important. Ghodrati and Ghaffari Tabar (2013) [3]. added that personal growth and job satisfaction are also major factors that motivate employees, although financial rewards like salary still play a big role. Le et al. (2021) [4]. found that employees are most motivated when their job has opportunities for career growth, job security, and fair pay. Rakić et al. (2022) [5]. agreed that financial rewards, like salary and bonuses, are the most important motivators but highlighted that individual factors like age and gender influence how much these rewards matter to different employees. Barreto et al. (2018) [6]. found that companies prioritize salary and stability but are less effective in fostering intrinsic motivation. Kukulj et al. (2023) [7]. identified that a supportive work environment and engaging in team-building activities play an observable role in motivating employees in the IT sector. Mohana & Vasumathi (2024) [8]. found that fairness and security boost job satisfaction, while stress lowers it. Team bonding plays a key role. Aarabi et al. (2013) [9]. added that manager support and feedback also play a big role in motivating employees to do well in their jobs. Shravan & Sivakanni (2024) [10]. identified key motivators in IT, linking recognition, autonomy, and safety to job satisfaction, efficiency, and retention. In a different study, Varma (2017) [11]. found that compensation, career development, and organizational culture were the main motivation factors for employees. Similarly, Makki and Abid (2016) [12]. said that things like job autonomy and being recognized for work are just as important as money for motivating employees. Maduka and Okafor (2014) [13]. found that employees prefer jobs that offer flexibility in terms of hours and work location, especially in busy sectors like manufacturing and service industries. Srivastava and Bhatia (2013) [14]. also emphasized that being recognized for good work is a strong motivator, especially in the banking sector. Dasgupta & Sahai (2024) [15]. found organizational culture and commitment as key drivers of professors' job satisfaction. Baghdadi (2019) [16]. and Talukder and Saif (2015) [17]. also emphasized that working employees are feel motivated not only by financial rewards but also by opportunities for growth, recognition, and a supportive manager. Nguyen et (2020) [18]. also emphasized that leadership, work flexibility, and good company culture help improve employee performance. Agustiar & Hazriyanto (2024) [19]. stressed maintaining motivation and workplace fulfillment for better management, urging further research. Ramlall (2004) [20]. highlighted that combining retention practices can reduce turnover, emphasizing the need for theory-based employee motivation strategies. Yusof et al. (2016) [21]. found that both bureaucratic and supportive cultures positively influence employee motivation in the private sector. William (2010) [22].



highlighted that while salary impacts motivation, multiple factors influence performance, making money an insufficient sole motivator. Bawa (2017) [23]. found that motivation strategies should change based on how experienced employees are and their personal situation. This indicates that motivation is not a universal concept and should be tailored to various employee groups, considering factors like as age, work experience, and salary. Ibrahim and Brobbey (2015) [24]. highlighted the significance of a positive work environment, well-defined career progression, and social support systems in fostering employee motivation. And emphasized that a blend of intrinsic motivators, such as job recognition, and extrinsic factors, like compensation and feedback, is essential for enhancing job performance. Hosseini (2014) [25]. emphasized that opportunities for career growth and job security are key motivators for employees across all industries. Jain et al. (2019) [26]. mentioned that balancing work demands with health benefits is considerable to keep employees motivated. And discovered that employees are additionally motivated when they have opportunities for both individual and career growth in their roles.

Although many studies talk about the different things that motivate employees, there isn't much research that shows how personal factors like age, gender, work experience, and marital status affect how employees are motivated. Many studies talk about general motivation factors, However, they do not thoroughly examine how these factors vary on behalf of the type of job or the individual's background.

To fill this gap, my research will focus on the impact of different motivational factors, like Growth and Learning Opportunities, Self-Actualization, Managerial Support and Feedback, Recognition and Incentives, Compensation and Advancement, Flexible Work Policies, Job Stability, Health and Wellbeing Benefits, Coffee and Other Refreshments, and Team Bonding and Engagement. I will examine and explore how those factors influence employees on their age, gender, annual salary, total work experience, marital status, and work mode (remote, onsite, or hybrid).

From the detailed literature survey This research will provide a deeper understanding of how personal factors shape employee motivation. It will also offer insights into how companies can leverage this information to enhance motivation strategies for different employee groups, ultimately improving job satisfaction and performance.

RESEARCH METHODOLOGY:

This research adopts a quantitative approach to investigate how demographic characteristics impact motivation levels among employees in the IT sector. It explores the correlation between various motivational factors, such as growth opportunities, self-actualization, job stability, and others, alongside demographic variables like age, gender, salary, work experience, marital status, work mode, etc. Data on these factors are collected through an online survey, which captures both motivational elements and demographic information.

Objectives of the research:

The primary goal of this research are:

1. The aim is to evaluate how various demographic characteristics, such as age, gender, salary, work experience, marital status, and work mode, influence employee motivation.
2. To analyze motivational factors like **Growth and Learning Opportunities, Self-Actualization, Managerial Support, Recognition and Incentives, Compensation and Advancement, Flexible Work Policies, Job Stability, Health and Wellbeing Benefits, Coffee and Other Refreshments, and Team Bonding and Engagement** across various demographic groups.
3. The goal is to offer insights and recommendations on how IT companies can improve employee motivation by customizing strategies to suit various demographic profiles.

Sample Selection:



A total of 122 employees from the IT sector will be chosen through purposive sampling. This sample will include individuals across various demographic categories (age, gender, salary, work experience, marital status, and work mode). These variables are essential for understanding how different motivational factors resonate with employees based on their demographic details.

The demographic variables will be categorized as follows:

- Age Group: 18–30, 30–40, 40–50, 50 and above
- Gender: Male, Female
- Annual Salary: ₹1–10 lakh, ₹11–20 lakh, ₹21–30 lakh or more
- Total Work Experience: > 1 year, > 4 years, > 10 years
- Marital Status: Single, Married
- Work Mode: Remote, Onsite, Hybrid

This diversity ensures that various perspectives are captured and that the study can identify patterns and differences in motivational factors across different employee demographics.

Data Collection:

Data will be gathered using a structured questionnaire, which is divided into two sections:

- **Demographic Information:** This section will gather information on age, gender, salary, total work experience, marital status, and work mode.
- **Motivational Factors:** This portion will assess the importance of various motivational factors using a **Likert scale** (ranging from 1 = Strongly Disagree to 5 = Strongly Agree). The factors to be assessed include:
 - Growth and Learning Opportunities
 - Self-Actualization
 - Managerial Support and Feedback
 - Recognition and Incentives
 - Compensation and Advancement
 - Flexible Work Policies
 - Job Stability
 - Health and Wellbeing Benefits
 - Coffee and Other Refreshments
 - Team Bonding and Engagement

The survey data was collected electronically, targeting employees from various IT sectors. Participants were reached through LinkedIn personal references and shared Form links.

Data Analysis Process:

The gathered data will be analyzed using the following statistical techniques:

- **Reliability Analysis:** Cronbach's Alpha will be measured for each factor to evaluate the reliability of responses.
- **Descriptive Statistics:** This will summarize the demographic data and motivational responses using measures like mean, median, standard deviation, and frequency.
- **ANOVA (Analysis of Variance):** ANOVA will be used to check the differences in motivational factors across various demographic groups (e.g., age, salary, work experience, work mode). It will help identify any significant variations in how different groups perceive motivational factors.
- **T-test:** A T-test will be employed to compare motivational factors between two demographic groups (e.g., gender, marital status) to assess if there are statistically significant differences in their responses.

Ethical Considerations:



This study will follow established ethical standards. Informed consent will be obtained from all participants, ensuring that their participation is voluntary and they can withdraw at any time without any repercussions. Participants' confidentiality will be upheld by keeping personal information anonymous and securely stored. The data will be presented in a summarized form to ensure participant anonymity.

RESULTS:

This section presents the study's findings, including demographic information, descriptive statistics, reliability analysis, hypothesis testing, and results. The subsections are structured as follows:

Table 1: Participant Demographics

Demographic Variable	Category	Frequency (N)	Percentage (%)
Age Group	18 – 30	47	38.5
	30 – 40	42	34.4
	40 – 50	33	27
Gender	Male	75	61.5
	Female	47	38.5
Annual Salary	₹1–10 lakh	46	37.7
	₹11–20 lakh	42	34.4
	₹21–30 lakh or more	34	27.9
Work Experience	> 1 year	52	42.6
	> 4 year	38	31.1
	> 10 year	32	26.2
Marital Status	Single	73	59.8
	Married	49	40.2
Work Mode	Onsite	44	36.1
	Hybrid	40	32.8
	Remote	38	31.1

The demographic data of the participants (N=122) show diverse representation. The majority belong to the 18–30 age group (38.5%), with 30–40 (34.4%) and 40–50 (27%) groups following. Males constitute 61.5% of the sample, while 38.5% are females. Most participants earn an annual salary of ₹1–10 lakh (37.7%), followed by ₹11–20 lakh (34.4%) and ₹21–30 lakh or more (27.9%). Regarding work experience, 42.6% have less than 1 year, 31.1% have 4–10 years, and 26.2% have over 10 years of experience. A majority (59.8%) are single, while 40.2% are married. Work mode is nearly balanced, with onsite (36.1%), hybrid (32.8%), and remote (31.1%) arrangements.

Reliability analysis was performed using Cronbach's Alpha to assess the internal consistency of survey items related to different workplace motivation factors. Cronbach's Alpha values range from 0 to 1, with values above 0.70 generally considered acceptable for reliability. The results are presented in Table 2 below:

Table 2: Reliability Analysis

Motivation Factors	Count of items (N)	Cronbach's Alpha
Growth and Learning Opportunities	3	0.862
Self Actualization	3	0.829
Managerial Support and Feedback	3	0.823
Recognition & Incentives	3	0.514
Compensation and Advancement	3	0.707
Flexible Work Policies	3	0.657
Job Stability	3	0.877
Health and Wellbeing Benefits	3	0.850
Coffee and Other Refreshment	3	0.834
Team Bonding and Engagement	3	0.797

In this research, factors namely Growth and Learning Opportunities (0.862), Self-Actualization (0.829), and Managerial Support and Feedback (0.823) demonstrate strong internal consistency. Team Bonding and Engagement (0.797) and Health and Wellbeing Benefits (0.850) also show good reliability. Job Stability (0.884) and Coffee and Other Refreshments (0.834) exhibit sufficient consistency, while Flexible Work Policies (0.657) and Compensation and Advancement (0.707) show moderate reliability. However, Incentives & Recognition (0.514) has lower reliability. Overall, the analysis indicates strong consistency for most factors in the research.

**Table 3: Descriptive Statistics
Key Drivers of Employee Motivation**

	N	Minimum	Maximum	Mean	Std. Deviation
Growth and Learning Opportunities	122	1.00	5.00	3.3033	1.00869
Self-Actualization	122	1.33	5.00	3.2350	.93074

Managerial Support and Feedback	122	1.33	4.67	3.3607	.92570
Recognition & Incentives	122	2.33	5.00	3.8552	.51957
Compensation and Advancement	122	1.33	4.33	3.0792	.66674
Flexible Work Policies	122	1.33	5.00	3.7650	.60710
Job Stability	122	1.00	5.00	3.1448	1.01503
Health and Wellbeing Benefits	122	1.33	5.00	3.0301	.96210
Coffee and Other Refreshments	122	1.33	5.00	3.3661	.94321
Team Bonding and Engagement	122	1.67	5.00	3.4126	.81318

The descriptive statistics reveal the relevance of different motivation factors among 122 participants. Recognition & Incentives had the highest mean score (3.86, SD = 0.52), followed by Flexible Work Policies (3.77, SD = 0.61) and Team Bonding and Engagement (3.41, SD = 0.81), indicating their high importance. Moderate scores were observed for Managerial Support and Feedback (3.36, SD = 0.93), Coffee and Other Refreshments (3.37, SD = 0.94), and Growth and Learning Opportunities (3.30, SD = 1.01). Factors like Self-Actualization (3.23, SD = 0.93), Job Stability (3.14, SD = 1.02), and Compensation and Advancement (3.08, SD = 0.67) had lower means, while Health and Wellbeing Benefits received the lowest mean score (3.03, SD = 0.96). This highlights varying priorities in workplace motivation factors.

Hypothesis Testing:

This subsection presents the results of statistical tests (ANOVA and t-tests) performed to identify notable variations in motivational factors based on demographic variables. Regular ANOVA was applied to factors where the assumption of homogeneity of variance was satisfied. For factors where this assumption was not met, Welch's ANOVA was used. Post-hoc tests, such as Tukey's HSD, were employed for factors with equal variances, while Games-Howell was used for factors with unequal variances, ensuring precise pairwise comparisons.

Results of One-Way ANOVA Test on Motivation Factors Based on Age:

Table 4: Regular Anova

		Sum of Squares	df	Mean Square	F	Sig.
Self-Actualization	Between Groups	68.481	2	34.241	112.130	<.001
	Within Groups	36.339	119	.305		
	Total	104.820	121			
Managerial Support and Feedback	Between Groups	81.328	2	40.664	216.424	<.001
	Within Groups	22.359	119	.188		
	Total	103.687	121			
Recognition & Incentives	Between Groups	5.962	2	2.981	13.285	<.001

	Within Groups	26.702	119	.224		
	Total	32.664	121			
Compensation and Advancement	Between Groups	17.725	2	8.863	29.243	<.001
	Within Groups	36.065	119	.303		
	Total	53.790	121			
Job Stability	Between Groups	92.975	2	46.488	174.576	<.001
	Within Groups	31.689	119	.266		
	Total	124.664	121			
Team Bonding and Engagement	Between Groups	55.440	2	27.720	134.249	<.001
	Within Groups	24.572	119	.206		
	Total	80.012	121			

Table 5: Welch Anova

		Statistic ^a	df1	df2	Sig.
Growth and Learning Opportunities	Welch	143.844	2	75.163	<.001
Flexible Work Policies	Welch	.179	2	68.580	.836
Health and Wellbeing Benefits	Welch	108.449	2	71.370	<.001
Coffee and Other Refreshments	Welch	4.996	2	79.264	.009

The table indicates that, with the exception of flexible work policies, all other factors have p-value of less than 0.05, signifying notable variations in motivational factors based on the age of employees. Post-hoc analysis reveals distinct preferences across age groups. Employees aged 18–30 are more inclined toward Growth and Learning Opportunities, Managerial Support and Feedback, Recognition & Incentives. Apart from this individuals in the 30–40 and 40–50+ age groups prioritize Self-Actualization, Compensation and Advancement, Job Stability, Health and Well-being Benefits, and Team Bonding and Engagement. Additionally, the Refreshment and Coffee factor is particularly favored by employees in the 30–40 age group.

Results of Independent sample T - Test on Motivation Factors Based on Gender:

Table 6: Results of T - Test

	Levene's Test for Equality of Variances	t-test for Equality of Means
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		F	Sign.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Side p	Two-Side p			Lower	Upper
Growth and Learning Opportunities	Equal variances assumed	13.347	<.001	2.696	120	.004	.008	.49333	.18297	.13106	.85561
	Equal variances not assumed			2.548	80.487	.006	.013	.49333	.19360	.10810	.87857
Self-Actualization	Equal variances assumed	.162	.688	-2.726	120	.004	.007	-.45995	.16873	-.79402	-.12589
	Equal variances not assumed			-2.669	91.128	.005	.009	-.45995	.17232	-.80224	-.11766
Managerial Support and Feedback	Equal variances assumed	13.711	<.001	2.237	120	.014	.027	.37901	.16943	.04354	.71447
	Equal variances not assumed			2.095	78.003	.020	.039	.37901	.18087	.01892	.73909
Recognition and Incentives	Equal variances assumed	.036	.851	1.388	120	.084	.168	.13362	.09629	-.05703	.32427
	Equal variances not assumed			1.409	102.575	.081	.162	.13362	.09486	-.05453	.32177



Compensation and Advancements	Equal variances assumed	.322	.572	- 3.061	120	.001	.003	- .36719	.11996	-.60470	-.12968
	Equal variances not assumed			- 3.043	95.921	.002	.003	- .36719	.12068	-.60674	-.12764
Flexible Work Policies	Equal variances assumed	1.592	.210	- 4.147	120	<.001	<.001	- .43991	.10607	-.64991	-.22990
	Equal variances not assumed			- 4.429	116.202	<.001	<.001	- .43991	.09933	-.63664	-.24317
Job Stability	Equal variances assumed	.559	.456	- 1.761	120	.040	.081	- .32974	.18721	-.70041	.04093
	Equal variances not assumed			- 1.774	100.040	.040	.079	- .32974	.18592	-.69861	.03913
Health and Wellbeing Benefits	Equal variances assumed	.171	.680	- 4.991	120	<.001	<.001	- .81636	.16355	- 1.14018	-.49254
	Equal variances not assumed			- 5.011	99.085	<.001	<.001	- .81636	.16291	- 1.13961	-.49311
Coffee and Other Refreshments	Equal variances assumed	13.128	<.001	- 4.158	120	<.001	<.001	- .68501	.16473	- 1.01117	-.35885
	Equal variances not assumed			- 4.439	116.120	<.001	<.001	- .68501	.15433	-.99069	-.37934

Team Bonding and Engagement	Equal variances assumed	.557	.457	- 1.209	120	.114	.229	- .18260	.15099	-.48156	.11635
	Equal variances not assumed			- 1.224	101.651	.112	.224	- .18260	.14919	-.47854	.11333

The t-test results show several gender-based differences in employee motivation factors. Male employees tend to place higher importance on Growth and Learning Opportunities and Managerial Support and Feedback. In contrast, female employees demonstrate a stronger preference for Self-Actualization, Compensation and Advancement, Flexible Work Policies, Health and Well-being Benefits, and Coffee and Other Refreshments.

Significant differences were observed in most motivation factors, except for Recognition & Incentives, Team Bonding and Engagement and Job Stability where no statistically significant gender-based differences were found.

Results of One-Way ANOVA Test on Motivation Factors Based on Annual Salary:

Table 7: Regular Anova

		Sum of Squares	df	Mean Square	F	Sig.
Growth & Learning Opportunities	Between Groups	76.817	2	38.408	98.728	<.001
	Within Groups	46.295	119	.389		
	Total	123.112	121			
Self-Actualization	Between Groups	53.275	2	26.637	61.496	<.001
	Within Groups	51.545	119	.433		
	Total	104.820	121			
Recognition & Incentives	Between Groups	6.748	2	3.374	15.493	<.001
	Within Groups	25.916	119	.218		
	Total	32.664	121			
Compensation and Advancement	Between Groups	13.449	2	6.725	19.837	<.001
	Within Groups	40.340	119	.339		
	Total	53.790	121			
Team Bonding and Engagement	Between Groups	36.711	2	18.355	50.444	<.001
	Within Groups	43.301	119	.364		
	Total	80.012	121			

Table 8: Welch anova

		Statistic ^a	df1	df2	Sig.
Managerial Support and Feedback	Welch	124.666	2	70.201	<.001
Flexible Work Policies	Welch	.039	2	70.506	.962
Job Stability	Welch	84.058	2	78.523	<.001
Health and Wellbeing Benefits	Welch	52.814	2	70.444	<.001
Coffee and Other Refreshments	Welch	4.585	2	79.331	.013

The analysis reveals notable differences in various organizational factors based on annual salary packages, excluding Flexible Work Policies. Employees in the ₹1–10 lakh group show higher satisfaction with Growth and Learning Opportunities, Recognition & Incentives, and Managerial Support. Individuals in the ₹1–10 lakh and ₹11–20 lakh groups report similar levels of satisfaction in Managerial Support, Recognition, Compensation, Health Benefits, and Refreshments. In contrast, those in the ₹21–30 lakh group report higher satisfaction with Self-Actualization, Job Stability, Compensation, Health Benefits, and Team Bonding. Employees in the ₹11–20 lakh and ₹21–30 lakh groups show similar satisfaction in Self-Actualization, Job Stability, and Team Bonding. In conclusion, salary influences satisfaction, with lower salary groups more satisfied with growth opportunities and recognition, while higher salary groups report greater satisfaction with career stability and well-being benefits. Flexible Work Policies do not show significant variation across salary levels.

Results of One-Way ANOVA Test on Motivation Factors Based on Work experience:

Table 9: Regular anova

		Sum of Squares	df	Mean Square	F	Sig.
Growth and Learning Opportunities	Between Groups	78.348	2	39.174	104.140	<.001
	Within Groups	44.764	119	.376		
	Total	123.112	121			
Self-Actualization	Between Groups	46.219	2	23.109	46.928	<.001
	Within Groups	58.601	119	.492		
	Total	104.820	121			
Managerial Support and Feedback	Between Groups	80.335	2	40.167	204.692	<.001
	Within Groups	23.352	119	.196		
	Total	103.687	121			
Recognition and Incentives	Between Groups	6.613	2	3.306	15.103	<.001
	Within Groups	26.051	119	.219		
	Total	32.664	121			
Compensation and Advancement	Between Groups	16.148	2	8.074	25.524	<.001

	Within Groups	37.642	119	.316		
	Total	53.790	121			
Team Bonding and Engagement	Between Groups	39.525	2	19.762	58.086	<.001
	Within Groups	40.487	119	.340		
	Total	80.012	121			

Table 10: Welch Anova

		Statistic ^a	df1	df2	Sig.
Flexible Work Policies	Welch	.052	2	64.961	.949
Job Stability	Welch	77.484	2	77.998	<.001
Health and Wellbeing Benefits	Welch	94.782	2	67.494	<.001
Coffee and Other Refreshments	Welch	2.820	2	77.599	.066

The analysis reveals key differences in motivation factors based on employee experience, except for Flexible Work Policies and Coffee and Refreshments. Employees with 1 year or less of experience prioritize Growth and Learning Opportunities, Managerial Support and Feedback, and Recognition & Incentives. In contrast, those with 10 or more years focus on Self-Actualization, Compensation and Advancement, Job Stability, Health and Wellbeing Benefits, and Team Bonding. Employees with 4 or more years of experience align more closely with 1-year employees in factors like Growth and Learning Opportunities, Managerial Support and Feedback, and Recognition & Incentives. Additionally, Self-Actualization, Job Stability, Health and Wellbeing Benefits, and Team Bonding show alignment between employees with 4+ years and 10+ years experience. This alignment suggests that experience plays a crucial role in shaping the relative importance of various workplace motivators.

Results of T-Test on Motivation Factors Based on Marital Status:

Table 11: Independent sample T - Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Side d p	Two-Side d p			Lower	Upper
Growth and Learning	Equal variances assumed	10.983	.001	7.804	120	<.001	<.001	1.18899	.15235	.88734	1.49063



Opportunities	Equal variances not assumed			7.338	81.184	<.001	<.001	1.18899	.16203	.86661	1.51136
Self-Actualization	Equal variances assumed	14.036	<.001	-8.434	120	<.001	<.001	-1.15348	.13676	-1.42426	-.88270
	Equal variances not assumed			-9.216	119.336	<.001	<.001	-1.15348	.12517	-1.40132	-.90564
Managerial Support and Feedback	Equal variances assumed	56.192	<.001	8.448	120	<.001	<.001	1.14845	.13594	.87930	1.41760
	Equal variances not assumed			7.244	56.528	<.001	<.001	1.14845	.15853	.83093	1.46596
Recognition and Incentives	Equal variances assumed	.052	.820	3.981	120	<.001	<.001	.36054	.09056	.18125	.53984
	Equal variances not assumed			4.008	105.452	<.001	<.001	.36054	.08995	.18220	.53889
Compensation and Advancement	Equal variances assumed	.807	.371	-7.346	120	<.001	<.001	-.75436	.10269	-.95768	-.55103
	Equal variances not assumed			-7.493	109.809	<.001	<.001	-.75436	.10067	-.95387	-.55484
Flexible Work Policies	Equal variances assumed	5.017	.027	-1.482	120	.071	.141	-.16532	.11157	-.38622	.05559
	Equal variances not assumed			-1.369	75.452	.088	.175	-.16532	.12080	-.40594	.07531

Job Stability	Equal variances assumed	34.262	<.001	- 8.816	120	<.001	<.001	- 1.29280	.14664	- 1.58314	- 1.00245
	Equal variances not assumed			- 9.875	1142	<.001	<.001	- 1.29280	.13091	- 1.55212	- 1.03347
Health and Wellbeing Benefits	Equal variances assumed	.136	.713	- 18.822	120	<.001	<.001	- 1.68922	.08975	- 1.86691	- 1.51153
	Equal variances not assumed			- 18.907	1044	<.001	<.001	- 1.68922	.08935	- 1.86638	- 1.51206
Coffee and Other Refreshments	Equal variances assumed	7.739	.006	- .402	120	.344	.688	- .07026	.17480	- .41635	.27583
	Equal variances not assumed			- .420	1165	.338	.675	- .07026	.16728	- .40158	.26106
Team Bonding and Engagement	Equal variances assumed	18.236	<.001	- 8.095	120	<.001	<.001	- .98174	.12128	- 1.22187	-.74160
	Equal variances not assumed			- 8.967	1179	<.001	<.001	- .98174	.10948	- 1.19856	-.76491

The t-test findings show that, apart from Flexible Work Policies and Coffee and Refreshments, all other motivational factors show a considerable difference based on marital status. A comparison of mean scores highlights distinct preferences among employees. Married employees exhibit a stronger inclination toward Self-Actualization, Compensation and Advancement, Job Stability, Health and Wellbeing Benefits, and Team Bonding and Engagement, indicating a preference for stability and interpersonal connections. On the other hand, single employees demonstrate higher motivation toward Growth and Learning Opportunities, Managerial Support and Feedback, and Recognition & Incentives, reflecting their focus on personal development and acknowledgment.

Results of One-Way ANOVA Test on Motivation Factors Based on Work Mode:

Table 12: Regular anova

		Sum of Squares	df	Mean Square	F	Sig.
Growth and Learning Opportunities	Between Groups	2.500	2	1.250	1.233	.295



	Within Groups	120.612	119	1.014		
	Total	123.112	121			
Self-Actualization	Between Groups	8.191	2	4.096	5.044	.008
	Within Groups	96.628	119	.812		
	Total	104.820	121			
Managerial Support and Feedback	Between Groups	1.830	2	.915	1.069	.347
	Within Groups	101.857	119	.856		
	Total	103.687	121			
Recognition & Incentives	Between Groups	.499	2	.249	.923	.400
	Within Groups	32.165	119	.270		
	Total	32.664	121			
Compensation and Advancement	Between Groups	.191	2	.095	.212	.809
	Within Groups	53.599	119	.450		
	Total	53.790	121			
Flexible Work Policies	Between Groups	.926	2	.463	1.262	.287
	Within Groups	43.671	119	.367		
	Total	44.597	121			
Health and Wellbeing Benefits	Between Groups	6.667	2	3.334	3.766	.026
	Within Groups	105.334	119	.885		
	Total	112.001	121			
Team Bonding and Engagement	Between Groups	4.219	2	2.110	3.312	.040

	Within Groups	75.792	119	.637		
	Total	80.012	121			

Table 12: Welch Anova

		Statistic ^a	df1	df2	Sig.
Job Stability	Welch	4.680	2	76.599	.012
Coffee and Other Refreshments	Welch	157.451	2	77.992	<.001

The analysis indicates significant differences across work modes for the motivational factors Self-Actualization, Health and Wellbeing Benefits, Team Bonding and Engagement, Job Stability, and Coffee and Refreshments ($p < 0.05$). Post-hoc tests reveal that employees working onsite exhibit the highest scores in these areas, suggesting strong alignment with these motivational factors. Hybrid employees closely align with their onsite counterparts, reflecting moderate but positive perceptions of these elements. In contrast, remote employees show comparatively lower levels of satisfaction with these factors, suggesting a reduced sense of connection in areas such as team bonding, health support, and job stability.

CONCLUSIONS:

This study highlights the complex interplay of demographic and organizational factors in shaping employee motivation within the IT sector. An evaluation of 122 participants revealed that age, gender, salary, experience, marital status, and work mode significantly influence motivational preferences ($p < 0.05$), emphasizing the need for tailored organizational strategies.

Age-based variations show that younger employees (18–30, 38.5%) prioritize Growth and Learning Opportunities, Managerial Support, and Recognition & Incentives, while older employees (30–50+, 61.4%) focus more on Self-Actualization, Job Stability, Compensation, and Well-being Benefits. Gender-based differences indicate that males (61.5%) emphasize career growth and managerial support, while females (38.5%) place greater importance on Self-Actualization, Compensation, Flexible Work Policies, and Health Benefits.

Salary levels also influence motivation, with employees earning ₹1–10 lakh (37.7%) showing higher satisfaction with Growth and Recognition, while those in the ₹21–30 lakh range (27.9%) report greater satisfaction with Stability, Self-Actualization, and Team Bonding. Experience plays a similar role—early-career employees (≤ 1 year, 42.6%) favor Growth, Recognition, and Support, whereas experienced professionals (10+ years, 26.2%) prioritize Stability, Compensation, and Health Benefits. Marital status further differentiates motivational drivers, with single employees (59.8%) seeking career development, while married employees (40.2%) value stability and interpersonal connections.

Work mode also impacts motivation, with onsite employees (36.1%) reporting the highest satisfaction with Self-Actualization, Team Bonding, Job Stability, and Well-being, followed closely by hybrid employees (32.8%). Remote employees (31.1%) exhibit lower satisfaction in these areas, indicating a reduced sense of workplace connection. Notably, Flexible Work Policies remain consistently valued across demographics.

These findings provide actionable insights for organizations to develop targeted motivation strategies that enhance employee satisfaction, engagement, and retention in the evolving IT landscape.

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