

Report On
“Driving Engagement: Understanding the Role of Motivation in
Modern Workplaces”

By

IFFAT SAHIRA RAMISHA
20104063

An internship report submitted to the BBS Department in partial fulfillment of the
requirements for the degree of Bachelor of Business Administration

BBS Department
Brac University
March, 2025

© [2025]. Brac University
All rights reserved.

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Iffat Sahira Ramisha
BRAC Business School
20104063

Supervisor's Full Name & Signature:

Dr. Syed Far Abid Hossain
Assistant Professor, BRAC Business School
BRAC University

Letter of Transmittal

Dr. Syed Far Abid Hossain

Assistant Professor,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of internship report upon completion of course BUS490 in Fall 2024

Dear Sir,

With due respect, I am pleased to submit my internship report titled “Driving Engagement: Understanding the Role of Motivation in Modern Workplaces”, prepared as part of my internship at IFAD Autos PLC. In order to receive my BBA, I am to finish my internship and for that I was placed as an intern at the IFAD Autos PLC’s head office. I was part of the HR department.

This report is a comprehensive analysis of employee motivation, its influence on work engagement and how HR practices can foster a motivated workforce. It outlines key findings of my research and observations at IFAD Autos PLC, incorporating theoretical frameworks and data-supported findings from employee surveys.

I hope this report meets your expectations. Thank you for your time and consideration.

Sincerely yours,

Iffat Sahira Ramisha

20104063

BRAC Business School

BRAC University

Date: March 17, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between IFAD Autos PLC and the undersigned student of BRAC Business School at BRAC University

Iffat Sahira Ramisha

20104063

.....

Executive Summary

As part of accomplishing my Bachelors of Business Administration, I selected the topic named “Driving Engagement: Understanding the Role of Motivation in Modern Workplaces”. As a student of Human Resource Management, my designated responsibilities helped me out a lot to enhance my theoretical knowledge which I acquired with my respective major courses. As I was an HR intern, my first commitment was to assist the deputy manager in the recruitment sector of the HR department. I was able to traverse various facets of the modern workplace and its functionalities while working under his guidance. This report explores the role of motivation in modern workplaces, focusing on its impact on employee engagement at IFAD Autos PLC. It examines key motivation factors such as financial incentives, career growth, recognition and work-life balance, using Herzberg’s Hygiene Theory as a theoretical framework. The study includes survey-based findings on employee preferences, leadership styles and workplace challenges affecting motivation.

Additionally, it assesses the influence of motivation in enhancing engagement in modern workplaces, analyzing leadership approaches like transformational and transactional leadership. Findings reveal that intrinsic and extrinsic motivation significantly impact workplace productivity and job satisfaction. Challenges such as lack of recognition, poor management, and toxic work environments are identified as barriers to motivation. The report concludes with recommendations for improving HR policies, nurturing a friendly work culture while implementing leadership strategies to enhance motivation and engagement, ultimately contributing to a more efficient and satisfied workforce at IFAD Autos PLC.

Keywords: Motivation; Workplace Engagement; HR practices; Intrinsic Motivation; Extrinsic Motivation.

Table of Contents

Declaration	II
Letter of Transmittal	III
Non-Disclosure Agreement	IV
Executive Summary	V
Table of Contents	VI
List of Figures	VIII
Chapter 1 Overview of Internship	
1.1 Student Information.....	01
1.2 Internship Information.....	01
1.3 Internship Outcomes.....	03
1.3.1 Students Contribution to the Company	03
1.3.2 Benefits to the Student.....	03
1.3.3 Difficulties faced during the internship period.....	04
1.3.4 Recommendations for Future Internships at IFAD Autos PLC.....	04
Chapter 2 Organization Part	
2.1 Introduction.....	05
2.1.1 Introduction.....	05
2.1.2 Objective.....	05
2.1.3 Scope of Study.....	06
2.1.4 Methodology	06
2.1.5 Significance of Study.....	06
2.1.6 Limitations	07
2.2 Overview of the Company	07
2.2.1 IFAD Autos PLC.....	07
2.2.2 Timeline of IFAD Autos PLC.....	08
2.2.3 Mission of IFAD Autos PLC.....	08
2.2.4 Vision of IFAD Autos PLC.....	09
2.2.5 Values of IFAD Autos PLC.....	09
2.3 Management Practices.....	09
2.3.1 Management Practices.....	09
2.3.2 BODs & Leadership Team of IFAD Autos PLC.....	10

2.4 Marketing Practices.....	11
2.5 Financial Performance and Accounting Practices.....	11
2.6 Operations Management and Information System Practices.....	12
2.7 Industry and Competitive Analysis.....	13
2.7.1 Porter's 5 Forces Analysis.....	13
2.7.2 SWOT Analysis of IFAD Autos PLC.....	14
2.8 Summary and Conclusion.....	15
2.9 Recommendations.....	16
Chapter 3 Project Part	
3.1 Introduction.....	17
3.1.1 Background and Problem Statement.....	17
3.2 Methodology.....	18
3.4 Findings and Analysis.....	19
3.4.1 Employee Motivation Factors Based on Herzberg's Two Factors Theory.....	19
3.4.2 Intrinsic Versus Extrinsic Motivation.....	21
3.4.3 Impact of HR Practices on Engagement.....	22
3.4.4 Workplace Challenges Affecting Motivation.....	23
3.4.5 Role of Motivation in Modern Workplaces.....	24
3.5 Summary and Conclusion.....	27
3.6 Recommendations.....	28
References	IX

List of Figures

Figure Name	Page Number
Figure 1: Timeline of IFAD Autos PLC	08
Figure 2: Board of Directors	10
Figure 3: Leadership Team	10
Figure 4: I-Tracker Unit Key Features	12
Figure 5: Porter's 5 Forces Analysis	13
Figure 6: SWOT Analysis	15
Figure 07: Herzberg's Two Factor Theory	19
Figure 8: Workplace Challenges Affecting Motivation	23
Figure 9: Motivation Factors	25
Figure 10: Motivational Factors that impacts on workplace engagement	25
Figure 11: Best leadership styles for promoting motivation	26

Chapter 1

Overview of Internship

1.1 Student Information

Name: Iffat Sahira Ramisha

ID: 20104063

Program: Bachelor of Business Administration

Major: Human Resource Management

Minor: Marketing

1.2 Internship Information:

1.2.1 Period: The Internship period will be 3 and half months.

Company Name: IFAD Autos PLC

Department: Human Resource Department

Address: Plot 7 (new), Tejgaon Industrial Area, Dhaka-1208.

1.2.2 Companies Supervisor:

Name: Md. Moshiur Rahman

Designation: Deputy Manager, Human Resources

Company Name: IFAD Autos PLC

1.2.3 Job Scope:

Job Responsibilities:

- I. Contacting shortlisted candidates to arrange interviews, ensuring timely communication.
- II. Assisting in the preparation of interview questions or tests, as directed by the team and ensuring interview documentation, such as candidate evaluation forms, are organized and completed.
- III. Assisting in the onboarding process for new hires, including documentation
- IV. Ensuring all required documents such as ID proofs, certificates are all collected and verified.
- V. Preparing employee files and organizing them for future reference.
- VI. Maintaining and updating employee records in HRIS software named Empress.
- VII. Acting as a point of contact between candidates and the recruitment team.
- VIII. Following up with candidates post-interview to update their status or answer queries.
- IX. Gaining an understanding of the corporation's recruitment strategy.
- X. Observing senior HR professionals to learn best practices in recruitment and talent acquisition.

1.3 Internship Outcomes:

1.3.1 Students Contribution to the Company

While doing the internship at IFAD Autos PLC, I have actively contributed to various HR functions, operational tasks and employee engagement initiatives. I have assisted in data management using HRIS Empress and employee record updates, ensuring accuracy and efficiency in HR operations. Moreover, I have supported recruitment processes, training sessions and documentation tasks, enhancing HR workflow efficiency. By applying theoretical knowledge to real-world scenarios, it provides valuable insights into work life which helped streamline HR processes at IFAD Autos PLC.

1.3.2 Benefits to the Student

An internship with the HR department at IFAD Autos PLC provides invaluable learning experiences and hand-on experiences with professional growth opportunities. By getting exposed to actual HR software, interns gain an understanding of how hiring practices fit with corporate objectives and operational requirements.

Throughout the internship, it helped to develop essential skills that are highly valuable in the corporate world. Engagement with candidates, HR specialists and department heads helps to improve communication skills. Moreover, effectively managing several recruitment responsibilities improves time management abilities. Additionally, maintaining correct documentation and appropriate record-keeping sharpens attention to detail which is a critical skill for HR specialists.

The HR internship at IFAD Autos PLC offers a valuable opportunity to build a professional network, connecting interns with HR specialists, recruiters and industry leaders for future career prospects. It also provides exposure to corporate culture, workplace ethics, HR compliance and labor laws, helping interns understand business operations and develop confidence in handling recruitment tasks.

1.3.3 Difficulties faced during the internship period

Throughout the internship at IFAD Autos PLC, there were a certain amount of challenges that demanded flexibility and problem-solving abilities. Since the job entailed scheduling interviews and maintaining applicant files, which required to be accomplished within strict time limits, having a heavy workload was one of the biggest challenges. At first, it was extremely difficult to manage these tasks, but as time went by and experience was gained, it became simpler.

Good communication was yet another challenge, particularly when coordinating with the candidates and high-level HR executives. Clarity when writing emails, phone call talks, and interview arrangements assisted in projecting a professional image to eschew confusion and misunderstandings. HR policies, labor laws, and compliance processes were likewise a learning curve to understand since there was a need to adhere to them strictly in all hiring activities based on the company's regulations. Similarly, adaptation to HR management systems and employee tracking software comprised technological challenges that demanded quick learning and on-the-job application.

Lastly, decision-making confidence was a difficulty, particularly in assisting to conduct interview procedures initially. Through guidance and practice, this improved along the way. Despite all the problems, the whole internship provided enlightening learning experiences which helped in the development of flexibility, adaptability and problem-solving skills, required for a future career in Human Resources.

1.3.4 Recommendations for Future Internships at IFAD Autos PLC

To enhance the internship experience, IFAD Autos PLC can implement structured training sessions to help interns quickly adapt to HR processes and software. Providing mentorship programs with regular feedback would improve learning and confidence. Interns would be more familiar with the industry if they were given practical experience in fundamental HR tasks like corporate branding and workforce planning. Offering project-oriented work and specific goals can also improve productivity and motivation.

Lastly, providing certifications or letters of recommendation would add value to the interns' career growth and encourage high performance. These improvements would ensure a more effective and enriching internship program.

Chapter 2

2.1 Organization Part

2.1.1 Introduction

Organizational activities are growing everyday in an economically developing country like Bangladesh, which more or less essentially calls for more commercial vehicles on the road to transport or deliver manufactured goods and raw materials. Furthermore, because most of our nation's population cannot afford private transportation, the growing population needs a steady supply of buses. One of the nation's leading conglomerates, IFAD Group, introduced an automobile sector under the name IFAD Autos Limited in response to the general public's need for conveyance and to support commercial vehicles. It started in 1985 and in 1988 IFAD Autos Limited came into existence with the vision of serving the transport requirements of Bangladesh by purchasing the exclusive dealership and acting as a representative of a diverse range of commercial vehicles from ASHOK LEYLAND. IFAD Autos PLC was established as a part of the IFAD Group but has played a prominent role in sculpting the country's transportation sector and economy.

With an unhinged and strong focus on quality, satisfaction of consumer and after-sales service, IFAD Autos PLC has built a solid reputation in the commercial vehicle industry. The company maintains state-of-the-art assembly plants and service centers in the whole country which ensures the availability of high-performance vehicles and reliable maintenance solutions for consumers. Through strategic partnerships, innovation and a commitment to sustainable mobility, IFAD Autos PLC continues to drive growth in Bangladesh's automobile industry.

2.1.2 Objective:

Broad Objective: The broad objective of this study is to analyze the role of motivation in enhancing employee engagement and productivity at **IFAD Autos PLC**. The study aims to understand how different motivational strategies impact workplace performance, employee satisfaction, and overall organizational success.

Specific Objectives:

1. Understanding employee motivation at IFAD Autos PLC
2. Evaluating workplace engagement strategies
3. Impact of Motivation on Productivity & Performance
4. Challenges in Maintaining Employee Motivation
5. Role of HR & Management in Enhancing Motivation

2.1.3 Scope of Study

Every student must do an internship in a suitable firm in order to have a thorough understanding of the business organization and its human resources department. This gives the student the opportunity to put their newly acquired knowledge to use in the workplace. I learnt a lot of new things here since the academic program essentially adds a lot of external information because the academic knowledge is implemented in the practical arena, providing a chance to connect the learning. The study's breadth was constrained because the majority of the data was confidential.

2.1.4 Methodology

In order to gather informational materials for writing this study, I used both primary and secondary data gathering methods. I also thoroughly researched the company's history by going through IFAD Autos PLC's company website and yearly annual reports. I have gathered information from the aforementioned sources on their organization profile, board members, leadership team, operational system, vision, missions, company objectives and other details.

2.1.5 Significance of Study

This research offers insightful information about IFAD Autos PLC's Human Resource Management. It assists the business in improving staff retention, enhancing workplace efficiency generally and honing its motivating tactics. It highlights the primary motivators for workers, promoting greater dedication and job satisfaction. The results may be used by management and HR to enhance training, incentives, and recognition initiatives. The study also adds to academic and commercial studies on motivation in Bangladeshi corporate settings by providing a practical case study that might inform future procedures.

2.1.6 Limitations

Time Constraints: The study is limited to the time of the internship which restricts the depth and breadth of data collection and analysis.

Data Accessibility: Some confidential company information may not be available for analysis due to privacy and security protocols.

Sample Size: The study focuses on a very small group of employees which may not be representative to the entire organization's views.

2.2 Overview of the Company

2.2.1 IFAD AUTOS PLC



IFAD Autos PLC is a prominent car distributor in Bangladesh that specializes in transportation solutions and commercial vehicles. Established as a major force in the automobile sector, the company is a subordinate company of the IFAD Group built by Mr. Iftekhar Ahmed Tipu in 1985, a multifaceted conglomerate with operations in automobiles, food, toiletries, media and information technology.

Since its inception, IFAD Autos PLC has been instrumental in transforming Bangladesh's commercial transportation sector by mainly importing and selling light, medium and heavy truck chassis, different types of bus chassis such as AC buses, deluxe buses, tractors and special vehicles like dump truck, water tankers, prime movers etc. It is the authorized distributor of Ashok Leyland since 1994, a globally recognized brand in commercial vehicles. The organization basically sources a variety of complete Ashok Leyland's vehicle models

from abroad as well as imports CKD & spares and assembles locally to promote in Bangladesh.

IFAD Autos PLC is a pillar of Bangladesh's commercial vehicle industry due to its contributions to the nation's infrastructure development, generating employment and the field of economics. IFAD Autos PLC seeks to maintain its leadership position in the automotive sector by means of consistent growth, technical innovations, and strategic alliances, providing dependable and effective transportation solutions that propel Bangladesh's economic development.

2.2.2 Timeline of IFAD Autos PLC

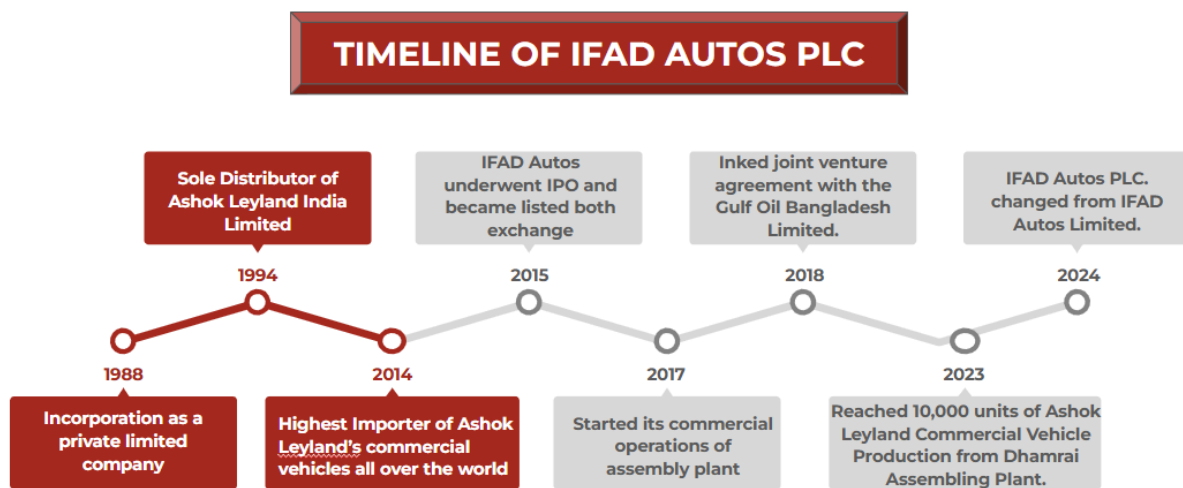


Figure 1: Timeline of IFAD Autos PLC

2.2.3 Mission of IFAD Autos PLC

The mission of IFAD Autos PLC is to contribute to the journey of smart Bangladesh by offering high quality mobility solutions for people and products at the right price. IFAD Autos PLC always makes sure that by driving continuous innovations, using state of the art technology, providing reliable after sales services while adding value for all stakeholders.

2.2.4 Vision of IFAD Autos PLC

The vision of IFAD Autos PLC is to provide high quality, safe, state of the art mobility solutions that creates value for Customers & Supports the economic growth and quality of lives of people of Bangladesh.

2.2.5 Values of IFAD Autos PLC

Consumer Focus: Keeping consumers at the forefront of all our actions and decisions.

Innovative: Continuously innovate products to stay ahead of time.

Quality First: Maintain the highest quality standard of product, services and people.

Process Driven: Develop and adhere processes in all aspects of business operation.

Accountability: People are empowered and accountable for deliverables.

Integrity: Maintain the highest level of honesty and transparency.

Passionate Team: Work as a winning, collaborative, and passionate team in driving excellence.

2.3.1 Management Practices

A number of directors make up IFAD Autos PLC's management structure and it consists of one chairman, three directors, two independent directors and a managing director which makes up the board of directors. The founder and chairman of IFAD Autos PLC is Mr. Iftekhhar Ahmed Tipu followed by the chairman's eldest son, Mr. Tanveer Ahmed who serves as the Director of IFAD Autos PLC. Under his leadership, IFAD became the Conglomerate in Bangladesh that it is today. Chairman's second son, Mr. Taskeen Ahmed serves as the company's managing director. Ms. Nilufar Ahmed, Mr. Iftekhhar Ahmed Tipu's wife, is presently one of the directors of IFAD Group. Mr. Tashfeen Ahmed, the youngest son of the Chairman is one of the Directors of IFAD Autos PLC.

2.3.2 BODs & Leadership Team of IFAD Autos PLC



Figure 2: Board of Directors

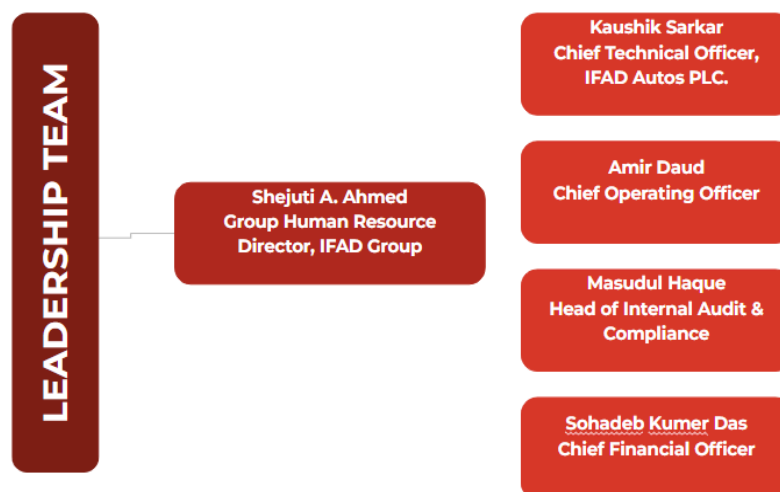


Figure 3: Leadership Team

IFAD Autos PLC has good management practices in place for efficient working, management of employees and organizational growth. The company has incentive schemes based on performance, reward schemes and career growth opportunities.

The HRM policies give high priority to training, upgradation of skills, and workplace policies of equality, with consideration to inclusivity and career advancement. Regular performance review based on Key Performance Indicators (KPIs) help in evaluating productivity and proposing improvements. IFAD Autos PLC makes use of an HRIS application named Empress for automated HR functions and managing employees, and it proves useful in maintaining and processing all information and data on employees accurately and easily retrievable. Technology-assisted solutions, in addition, improve workflow and organizational efficiency.

2.4 Marketing Practices

IFAD Autos PLC implements strategic marketing measures to increase brand recognition, attract customers, and achieve maximum sales. IFAD Autos uses a mix of digital marketing, traditional marketing and customer retention strategies to market its brand effectively to the target market.

Its main marketing tactics are brand positioning through print and digital promotions, billboards and sponsorships, together with trade show and auto fair appearances. Social networking, search engine marketing (SEM) and email marketing are used by the company to develop its digital presence.

Customer satisfaction and engagement is guaranteed by after-sales services, feedback systems and loyalty programs. Moreover, IFAD Autos PLC joined hands with finance firms to offer car financing facilities. Via market surveys and data analysis, the company seamlessly is realigning its marketing strategies to maintain growth and competitiveness.

2.5 Financial Performance and Accounting Practices

In the last few years, IFAD Autos PLC's financial performance has been conducted in an orderly fashion. After looking through their financial reports from various years, it is evident that they operate in a systematic and structured manner which is excellent for the industry to portray. Furthermore, the quality of their export automobiles is high, which may also hold a significant role in their steady market financial situation.

2.6 Operations Management and Information System Practices

In operations management, IFAD Autos PLC basically focuses on supply chain efficiency, logistics optimization and controlling of the quality. The company ensures timely procurement of vehicles and spare parts while maintaining a well-structured inventory system to meet customer demands. A robust fleet management system is in place to monitor vehicle distribution and optimize delivery timelines.

The company uses HRIS software named Empress to store and manage employee information, ensuring accuracy and accessibility in HR operations. Through a technology based system called the "I-Tracker Unit," IFAD Autos PLC has created a monitoring system so that they can keep an eye on their customers' vehicles. Each option has a usability procedure that helps the customers to locate their vehicles based on their preferences and benefits.

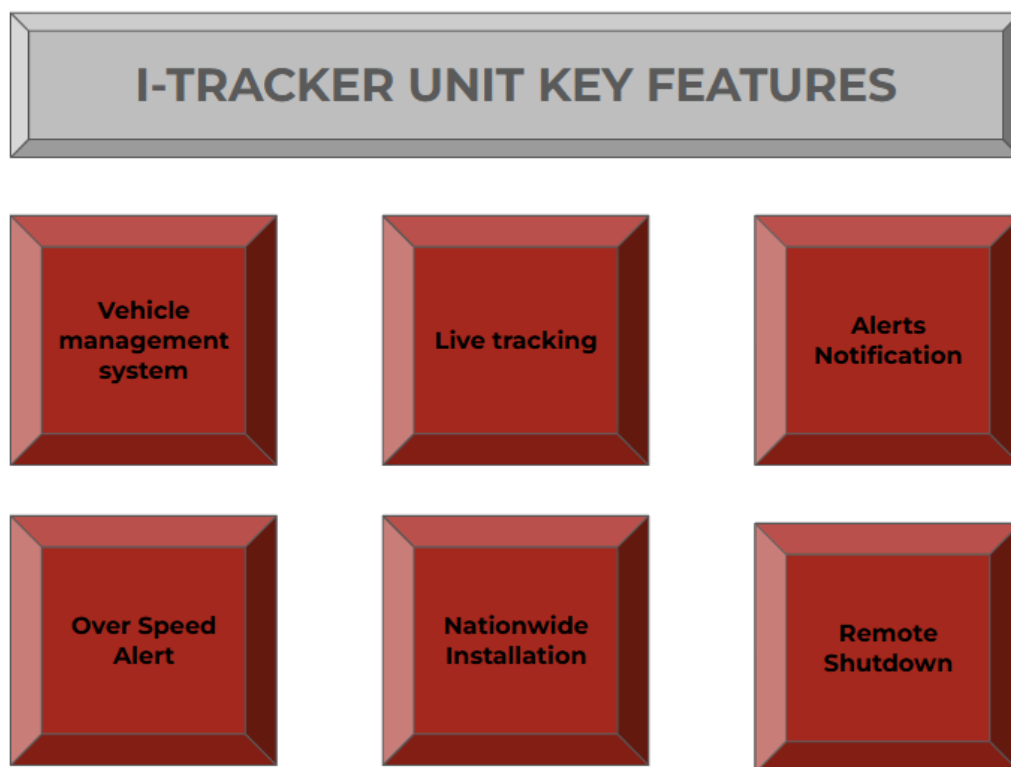


Figure 4: I-Tracker Unit Key Features

By integrating technology-driven solutions, automation and data analytics, IFAD Autos PLC ensures efficient management for the organization and information system practices, leading to improved productivity, positive consumer experience and business growth.

2.7 Industry and Competitive Analysis

2.7.1 Porter's 5 Forces Analysis

IFAD Autos PLC operates in Bangladesh's competitive automobile industry, particularly in the commercial vehicle sector. Using Porter's Five Forces Model, we can analyze the industry dynamics and competitive landscape.

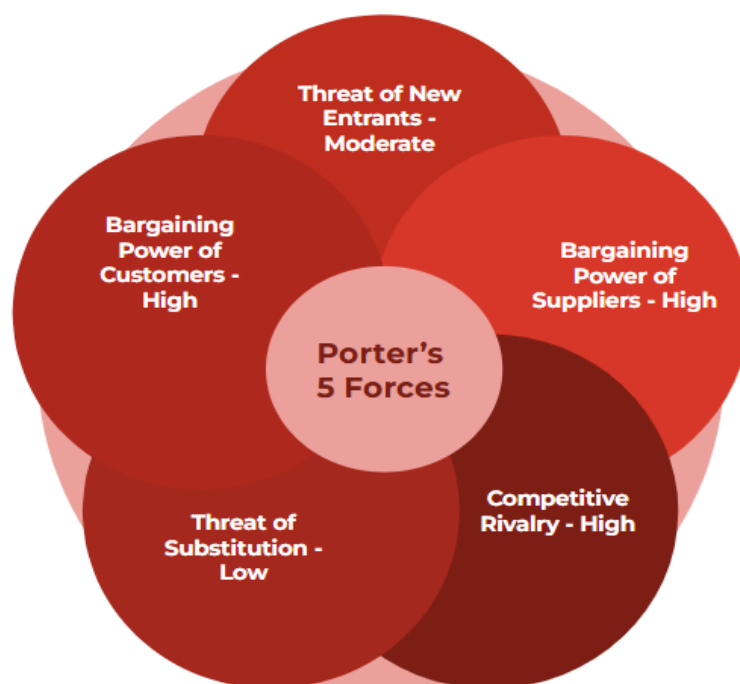


Figure 5: Porter's 5 Forces Analysis

I . Threat of New Entrants – Moderate

The automobile industry requires high capital investment which basically makes it difficult for new players to enter the industry. However, government incentives for local vehicle assembly and growing demand for commercial vehicles may attract new entrants. IFAD

Autos PLC continues to maintain its competitive edge through strong brand alliances, an extensive distribution network and well established after-sales services named IFAD Auto Services Limited.

II . Bargaining Power of Suppliers – High

IFAD Autos PLC relies on international manufacturers and parts suppliers for vehicle imports and assembly. But in this industry, there are a very limited number of key global suppliers which makes their bargaining power high. The company can eliminate this risk by diversifying suppliers and strengthening relationships with global brands.

III. Bargaining Power of Customers– High

Customers, consisting of businesses and transport operators, have a bundle of options from competitors like Nitol-Niloy Group, Runner Automobiles and Aftab Automobiles. Price sensitivity and demand for financing options increase buyers' bargaining power.

IV. Threat of Substitutes – Low

In Bangladesh, about 30% to 100% of the movement is carried by road vehicles which carry both passengers and freight. Other forms of transportation do exist but because of their expense and inconvenience, people are not as familiar or equally acquainted with them. As a result, the local market community lacks a pleasant substitute for commercial vehicles.

V. Industry Rivalry – High

The Bangladeshi commercial vehicle market is fiercely competitive, with veteran and longstanding players like Nitol-Niloy Group, Runner Automobiles and Aftab Automobiles competing for market share. Pricing, service quality and technological advancements is what drives competition and IFAD Autos PLC differentiates itself from other prominent companies with a strong brand portfolio, ERP-based operational efficiency and a wide service network.

2.7.2 SWOT Analysis of IFAD Autos PLC

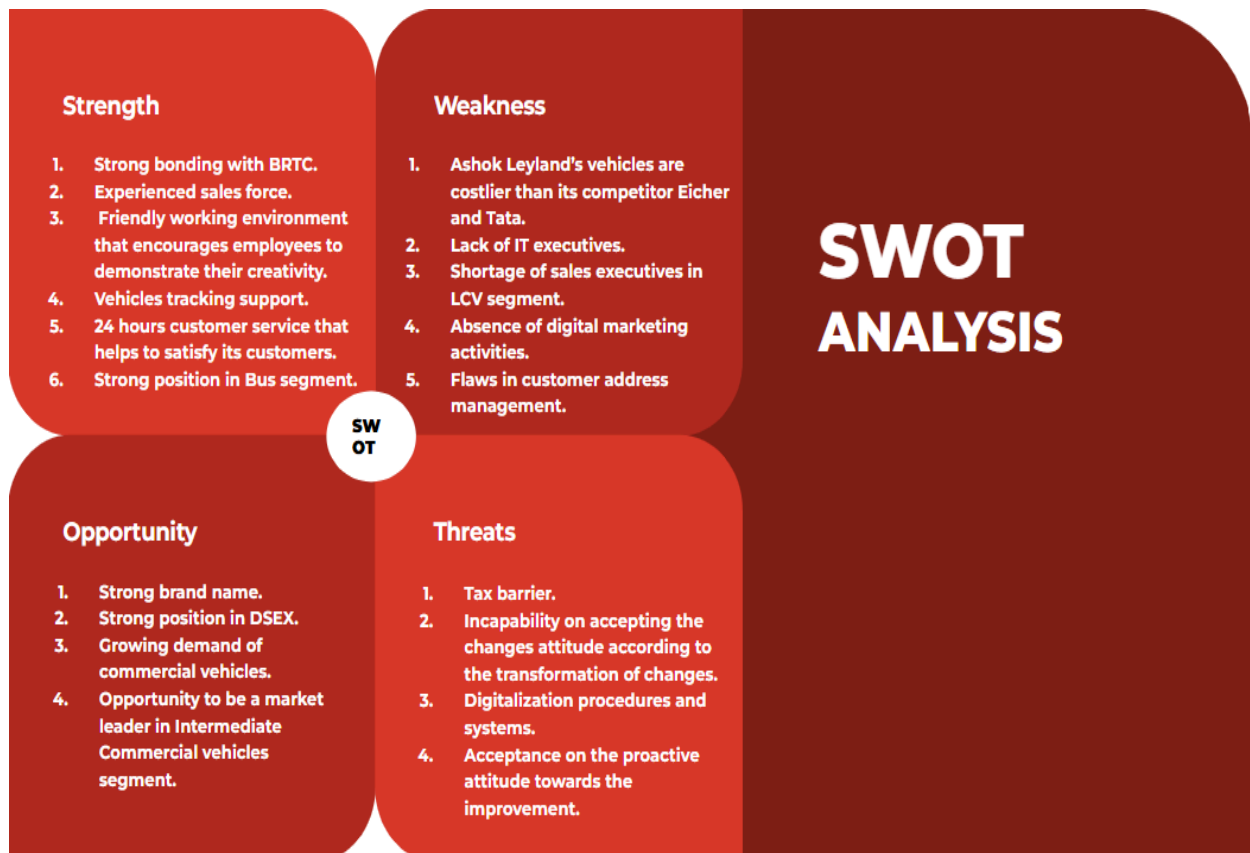


Figure 6: SWOT Analysis

2.8 Summary and Conclusions

The purpose of this whole report analysis was to give a comprehensive knowledge about the core operational functionalities and practices of IFAD Autos PLC while assessing its standing as an organization in the automotive sector. In short, IFAD Autos PLC management is highly appealing with high authorities as well as an expert group at every level. The company's networked software services provide clients with a trouble-free experience across the nation and IFAD Autos PLC has been doing rather well financially in the automotive industry market. In summary, market flexibility, a dedication to customer satisfaction and efficient operations management will always hold the key to IFAD Autos PLC's success.

2.9 Recommendations

Based on the earlier discussion with SWOT analysis, a couple of points turned up for consideration because even though IFAD Autos PLC are among the successful corporations in the automotive sector, their goods are extravagantly costlier than those of their close rivals such as Runner Automobiles and Nitol-Niloy Group. A small price reduction may attract more consumers to the organization in the future. Going forward, the digital marketing of the company lacks a lot more work as nowadays people are becoming more and more reliant on technology in this internet age, robust and competent digital marketing is essential.

Chapter 3

Project Part

3.1 Introduction

3.1.1 Background and Problem Statement

The system of processes and mechanisms that initiates, directs and sustains goal-oriented activities is known as motivation. Employee motivation, as they see it, is on intrinsic and extrinsic grounds. Intrinsic motivation is on personal fulfillment and satisfaction emanating from the work. Extrinsic motivation is basically based on external or outer motivations like praise and opportunities for career growth (Amabile, 1993). Leadership and corporate culture plays a gigantic role in motivation and engagement levels. Moreover, communication approaches and recognition programs enhance motivation. Professional development opportunities can also enhance engagement by enhancing skills. Greater job satisfaction and commitment can be achieved through these factors being in balance.

Employee motivation plays an important role in stimulating engagement, productivity and overall job performance. In modern organizations, employee motivation is not just an issue of pay but also of recognition, career growth, work-life balance and company culture. A highly motivated staff equals higher job satisfaction, lower turnover and better business outcomes.

Through the study of this internship report, the significance of motivation to generate a very active workforce comes to the understanding, based on effective theoretical principles and practical observations in Human Resource Management. This report will address various motivational techniques, including intrinsic and extrinsic reward systems, professional development and work environment creation. It examines various motivational theories, workplace practices, and real-world applications based on insights gathered during the Human Resources Management internship. By analyzing employee motivation strategies at IFAD Autos PLC, this study provides valuable recommendations for enhancing workforce engagement and productivity.

Problem Statement:

The purpose of this study is to evaluate the efficacy of IFAD Autos PLC's present HR procedures in order to determine how motivation affects employee engagement. The goal of the study is to determine,

1. What motivational strategies are most effective in enhancing employee engagement?
2. How can organizations improve motivation to drive better workplace performance?

By answering these questions, organizations may strengthen their HR strategies and approaches so that they can develop an even more engaged workforce.

3.2 Methodology

Both primary and secondary data gathering approaches have been used to gather the information in order to perform this study. The general research techniques employed in my internship report are referred to as methodology. Two fundamental techniques were employed in order to provide the outcomes necessary to set the goals:

Primary data collection: To know in depth information and details about the whole process of motivation and employee engagement, I had to converse with the deputy manager of the IFAD Autos PLC and other HR personnels. Most of the time they only used to give the general briefs, so I had to analyze the entire process and research on my own. Primarily collected information through one to one conversations with the colleagues, surveys related to the topic, notes taken from day to day working.

Secondary data collection: For in depth details about the company background, I had to go through the annual reports and website of IFAD Autos PLC. From there, I have collected the information regarding their company profile, board members, operational system, vision, missions etc.

3.4 Findings and Analysis

The study on “Driving Engagement: Understanding the Role of Motivation in Modern Workplaces” at IFAD Autos PLC reveals several key insights regarding employee motivation and engagement. The findings are based on internship observations, employee feedback, and HR data analysis.

3.4.1 Employee Motivation Factors Based on Herzberg’s Two Factors Theory

Motivation plays a key role in driving employee engagement and productivity at IFAD Autos PLC and they highlight key factors which influence employee motivation and engagement. Using Herzberg’s Two-Factor Theory, the findings are categorized into hygiene factors which prevent dissatisfaction and motivation factors which drive engagement.



Figure 07: Herzberg’s Two Factor Theory

In the above diagram, it shows that if the hygiene factor goes down then it will lead to employee job dissatisfaction and on the other hand, if motivation factor goes up then it will lead to employee job satisfaction. In short, improving motivation factors will increase job

satisfaction for employees and improving hygiene factors will decrease job satisfaction for employees as poor hygiene factors increase employee dissatisfaction. The research identifies that employees at IFAD Autos PLC are motivated by a mix of monetary and non-monetary factors:

- I. **Financial Incentives:** Financial incentives such as salary, bonuses, commissions and performance-based rewards remain primary motivators for employees. Employees are highly motivated by competitive salaries, bonuses, commissions and performance-based rewards and this structure is followed at IFAD Autos PLC which ensures that employees feel valued for their contributions. Performance based incentives encourage higher productivity and commitment to organizational goals. Monetary benefits remain a primary factor in job satisfaction (Gerhart & Fang, 2015).
- II. **Career Growth and Development:** The employees feel very encouraged when they get the idea that there is an opportunity for proper career advancement. Development courses, training and promotions from within assist in the assurance of job satisfaction over a long period of time. Employees will remain dedicated and passionate when they are confident that their career development is supported (Amabile, 1993).
- III. **Recognition and Appreciation:** A culture of recognition significantly boosts motivation as employees feel encouraged when their hard work is acknowledged via appreciation programs, awards or verbal recognition from seniors. IFAD Autos PLC can further strengthen its employee recognition programs to ensure consistent motivation. Acknowledgment of employee efforts through awards, appreciation programs and public recognition boosts morale and job satisfaction.
- IV. **Work-Life Balance:** Employees highly value flexibility in work, paid leave schemes or leave policies which are paid and wellness activities to balance personal and professional life. Personal and professional life balance is central to motivation. Organizations with work-life balance have higher retention and lower burnout incidences.
- V. **Job Security and Stability:** A stable and secure workplace always encourages the motivation of employees because employees work with greater confidence and dedication if they feel secure in their employment. Openness about company policies or transparency gives all the employees a sense of stability so that they can have faith and trust in their employment. The feeling of long-term stability and organizational commitment positively affects the motivation of employees.

VI. Organizational Culture and Work Environment: Positive workplace and engagement are the outcome of a supportive style of leadership, teamwork, and open communication. Employees perform their best at organizations when they feel that they are valued, heard and empowered so that they can perform at their best. Moreover, Workplace culture and environment, particularly teamwork and supportive leadership, plays a gigantic role in fostering engagement (Amabile, 1993).

These factors collectively determine the level of engagement, commitment and productivity within the organization. Strengthening these areas can lead to higher employee satisfaction and retention rates at IFAD Autos PLC.

3.4.2 Intrinsic Versus Extrinsic Motivation

Employee motivation at the workplace can be recognized as intrinsic and extrinsic motivation and both of which are crucial in driving employee engagement and performance. How the two types of motivation interlink is fundamental in helping organisations adopt effective strategies to boost employee satisfaction and efficiency. In fact, there are hardly any motivation theories that are acknowledged or accepted but one theory that all theories that deal with motivation follow is that there exist both extrinsic and intrinsic motivational factors.

I . Extrinsic Motivation

Extrinsic motivation is the type of motivation which basically derives from outside the individual. Extrinsic motivation is, for instance, when you are encouraged to work more diligently at work because you want a promotion. Some examples of extrinsic motivation include competitiveness, wealth, fame, social status, and material success (Gerhart & Fang, 2015).

II . Intrinsic Motivation

Inner motivation is referred to as intrinsic motivation which means the motivation that comes from within us is called intrinsic motivation which basically occurs due to our own pleasure and educational achievement of performing the activity in question (Fishbach & Woolley, 2021). For instance, intrinsic motivation encourages a person who enjoys acquiring knowledge and knowing about other cultures and lifestyles so

that person learns their language and takes lessons, etc. In the modern workplace, both performance and creativity is impeccably affected by intrinsic motivation as per literature indicates. Intrinsic motivation makes your work personal and meaningful to you. It is one of the major reasons for staying at a job and it lessens the degree of tension an employee feels.

3.4.3 Impact of HR Practices on Engagement

Effective HR practices play a gigantic role in sustaining employee engagement through a positive work environment, job satisfaction and professional growth. Recruitment and selection processes that put applicant's in order based on their potential with job roles, increase job fit, which increases motivation and long-term involvement. Training and development interventions that improve employees' competencies and career prospects make them feel valued and committed to the organization.

Performance reward systems for instance constant feedback, incentives and career advancement opportunities help uplift or boost morale and productivity. Attractive pay packages and perks such as fair remuneration, bonuses and wellness initiatives also lead to upper levels of commitment by meeting employees monetary and personal needs.

Employees will feel valued and part of the organization when the workplace culture, diversity and inclusion are properly considered. A good work-life balance and flexible work policies also uplift job satisfaction by lessening turnover and shrinking burnout. Effective leadership and communication are required as motivated employees are made through managers who foster cooperation and openness with transparency (PâRjoleanu, 2020).

Organizations can greatly enhance employee engagement by investing in strategic HR practices that focus on the well-being and development of their employees which will enhance companies productivity, reduce attrition and create a more motivated workforce.

3.4.4 Workplace Challenges Affecting Motivation

Employee motivation can be significantly impacted by various workplace challenges which can lead to lower engagement, decreased productivity and higher turnover rates (Pârjoleanu, 2020).

What are the biggest challenges that demotivates an employee at work?

43 responses

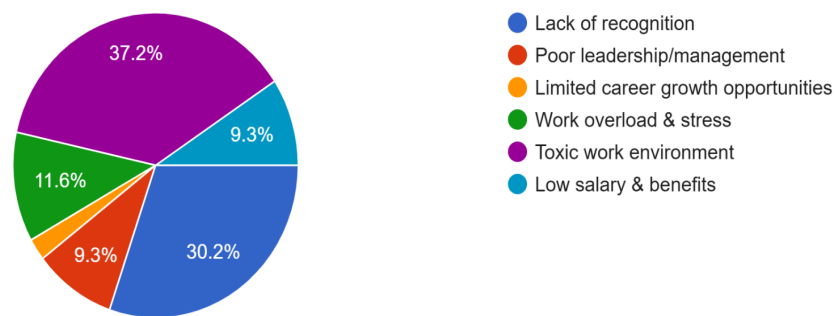


Figure 8: Workplace Challenges Affecting Motivation

The above pie chart illustrates the biggest challenges that demotivate employees at work. Among all the responders, the most significant factor is a toxic work environment which is selected by 37.2% of responders, followed by lack of recognition selected by 30.2% responders. One of the most common challenges any company faces is lack of recognition and appreciation because when employees feel their hard work is not acknowledged, they may become disengaged and lose motivation to perform at their best. Work overload and stress chosen by 11.6% responders also contributes to demotivation because excessive workloads, unrealistic deadlines and constant pressure can lead to stress and exhaustion which can ultimately reduce motivation. On the other hand, insufficient workload or monotonous tasks can also lead to disengagement, as employees may feel undervalued or unchallenged in their roles. Poor leadership/management and limited career growth opportunities each account for 9.3%. Limited career growth opportunities can discourage employees, making them feel stuck in their roles without a clear path for advancement. Low salary & benefits were the least cited challenge. This data highlights that workplace culture and recognition are critical factors in employee motivation.

Ineffective communication and poor leadership are also primary disincentives to motivation. Demotivational workplaces can be built through inadequate instructions, conflicting messages of feedback, and lack of managerial support. Employees flourish with strong leaders that offer guidance, coaching, and career prospects. Furthermore, people's conflicts and a poisoned organizational culture might cause stress and dissatisfaction, lowering motivation at the individual and team levels.

In conclusion, low benefits and compensation are still a primary source of employee motivation. Employee morale and loyalty to their company are likely to erode when employees believe that their work efforts are not being adequately rewarded. Good leadership, good work culture and appropriate employee support programs are needed for such workplace issues to be addressed in order to have high motivation and long-term employee commitment.

3.4.5 Role of Motivation in Modern Workplaces

Motivation is one of the key players of employee engagement, job satisfaction and productivity in the modern workplace. A motivated workforce will always be more happening, productive, creative and committed and will always play a direct role in the success of an organization. Employee motivation is dependent on a number of factors such as rewards, growth, recognition and work-life balance that drive retention, performance and morale.

Regarding modern workplace and workplace engagement of its employees, they believe that financial incentives, job security and a positive work culture have the greatest impact. Employees are secure and motivated financially if they get competitive salaries, incentive compensation linked to performance and career development. But in order to produce sustained participation, non-monetary motivators like work meaningfulness, autonomy and a positively favorable work environment are all of critical importance. Organisations that facilitate open communication, team working and employee empowerment reinforce employee motivation.

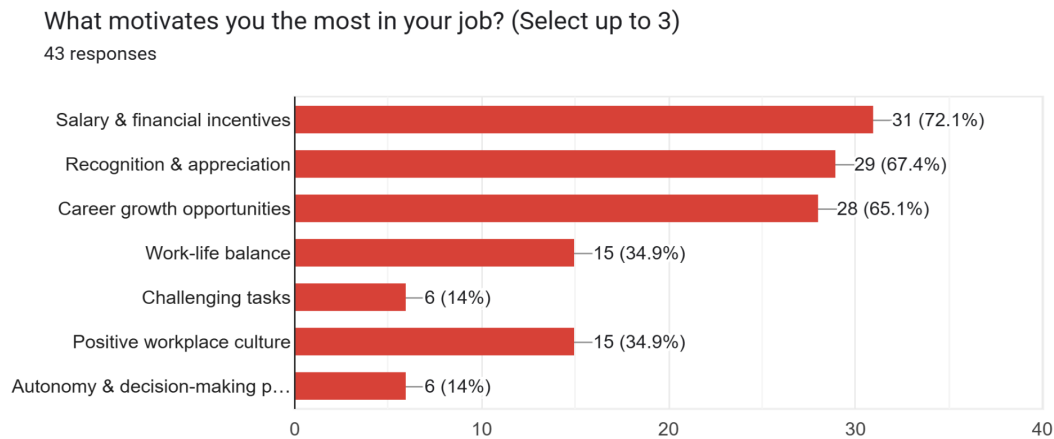


Figure 9: Motivation Factors

In the above bar chart, we can see that salary & financial incentives are the top motivator for the modern day workforce and it is chosen by 31 respondents among 43 respondents which makes it 72.1% of the total. Second most significant factor is recognition & appreciation which is selected by 29 respondents which makes it 67.4% of the total response and it is in a very close margin with the top motivator. Then comes Career growth opportunities ranking in third, with 28 respondents voting for it (65.1%) considering it a key motivator. Work-life balance and positive workplace culture is a motivator for equal 15 respondents. The chart suggests that monetary rewards, recognition and career development are the most influential motivators for employees. While work-life balance and workplace culture also play significant roles, challenging tasks and decision-making autonomy are less prioritized by respondents.

Which motivational factors do you think have the greatest impact on workplace engagement?

43 responses

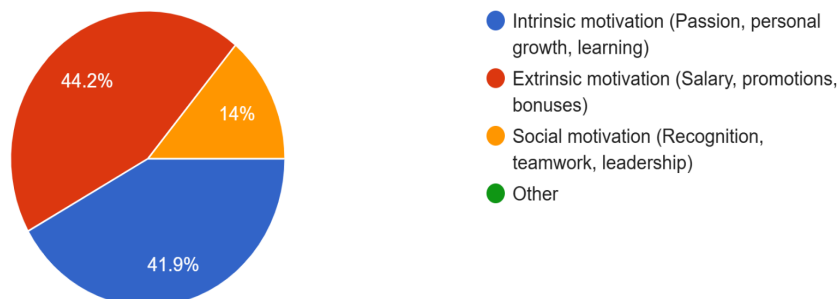


Figure 10: Motivational Factors that impacts on workplace engagement

The above pie chart indicates that extrinsic motivation which includes salary, promotions, and bonuses is the most influential factor among all the other factors, selected by 44.2% of respondents. Intrinsic motivation consisting of passion, personal growth and learning, follows closely with 41.9%, considering it the key driver of engagement. Meanwhile, social motivation including recognition, teamwork and leadership is chosen by 14% of respondents, making it the least influential factor among the given options. In conclusion we can say that both extrinsic and intrinsic motivation plays a crucial role in modern workplace engagement with financial incentives and career growth opportunities being slightly more impactful.

When modern workplace employees were asked about which leadership style they prefer in the workplace. Their response is below:

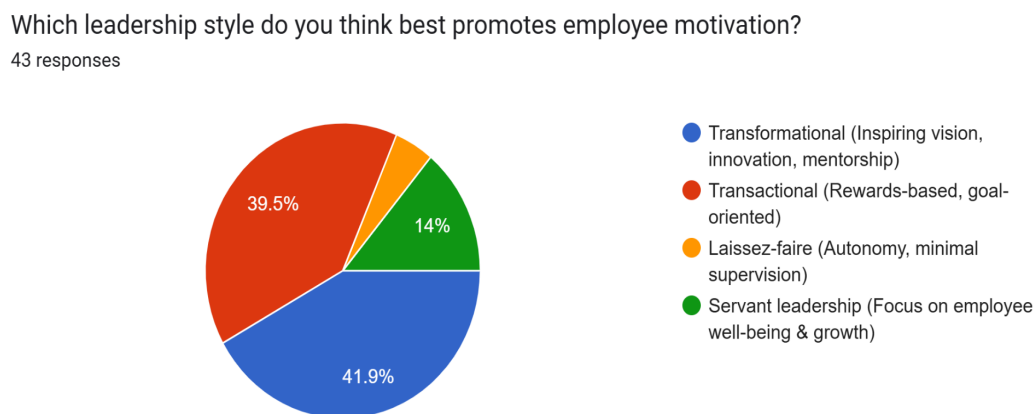


Figure 11: Best leadership styles for promoting motivation

The above pie chart illustrates that transformational leadership is the most preferred style of leadership because of its inspiring vision, innovation, mentorship) is the most preferred and it is chosen by 41.9% of respondents which basically is almost half of the respondents. Then comes the transactional leadership which is selected by 39.5% of the respondents. Transactional leadership is a rewards-based and goal-oriented leadership. Servant leadership focuses on employee well-being & growth which is chosen by 14% of respondents. Laissez-faire leadership is an autonomy based leadership which prefers minimal supervision. This is the least preferred leadership. The chart suggests that Transformational and Transactional leadership styles are viewed as the most effective in motivating employees while servant leadership and Laissez-faire leadership is considered the least effective in driving motivation. Transformational leadership is the bestest form of leadership style to use

in a modern workplace to encourage motivation. Rather than dictating or ordering employees, this leadership aims to empower and mentor them so that even the employees can grow in their own field and positions.

3.5 Summary and Conclusions

Being an HR intern of IFAD Autos PLC, I have got few opportunities to overlook the Human Resources activities very closely. Furthermore, I have got to acquire knowledge about the process of how the automobile industry documents or archives its regular business activities information and also how they manage to use the data in important decision making and analyze to make a sufficient report.

This internship report explored the role of motivation in affecting employee engagement in the modern workplace, focusing on IFAD Autos PLC. The study explored various aspects of motivation, which are largely financial incentives, opportunities to grow in their careers, appreciation and work-life balance. Through survey and assessment, it was identified that remuneration and financial incentives were at the top of the list of motivators which was followed by appreciation, career development and a healthy-positive workplace. The report further identified demotivating issues such as lack of recognition, ineffective leadership, limited opportunities for growth and a negative work environment. All of the above mentioned factors negatively impact on motivation which leads to disengagement of employees and lower productivity in work. Herzberg's Hygiene Theory was applied to distinguish between intrinsic and extrinsic sources of motivation, observing that both need to be addressed in order to maintain an engaged workforce. The study also tested other leadership philosophies, and results showed that transformational leadership best motivated individuals.

In conclusion, in order to promote employee engagement, improve performance and sustain an engaged workforce, firms must prioritize employee motivational initiatives, efficient HR processes and a sound work environment.

3.6 Recommendations

While working on my report for internship, I have come across some challenges which the company is facing these days. First and foremost, since the pandemic era, this company has had difficulties operating their business in a proactive manner. Although the vehicle prices are at a minimum level to generate profit based on the current process of quality yet people are finding it challenging to pay for them in cash and one of the reasons for that is they are losing their jobs and other sources of income. Therefore, the partial payment margin while getting the vehicles can be reduced or should be in a satisfactory amount in total. Secondly, the standard and grading of the reconditioned vehicles may be enhanced and price also may be reduced as compared to the preceding offers. Also, the numbers of variety of the cars offered by the organization may be enhanced. Furthermore, the distributor channel may also be optimized so that the individuals could also easily locate the vehicles accordingly.

References

- Amabile, T. M. (1993). Motivational synergy: Toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Human Resource Management Review*, 3(3), 185–201. [https://doi.org/10.1016/1053-4822\(93\)90012-s](https://doi.org/10.1016/1053-4822(93)90012-s)
- BOD / IFAD Autos PLC. (n.d.). <https://www.ifadautos.com/Management>
- Fishbach, A., & Woolley, K. (2021). The structure of intrinsic motivation. *Annual Review of Organizational Psychology and Organizational Behavior*, 9(1), 339–363. <https://doi.org/10.1146/annurev-orgpsych-012420-091122>
- Gerhart, B., & Fang, M. (2015). Pay, Intrinsic Motivation, Extrinsic Motivation, performance, and Creativity in the workplace: Revisiting Long-Held Beliefs. *Annual Review of Organizational Psychology and Organizational Behavior*, 2(1), 489–521. <https://doi.org/10.1146/annurev-orgpsych-032414-111418>
- Home / IFAD Autos PLC. (n.d.). <https://www.ifadautos.com/>
- Investor Information / IFAD Autos PLC. (n.d.). <https://www.ifadautos.com/Investor>
- Pârjoleanu, R. (2020). *Work Motivation efficiency in the workplace*. Questa Soft. <https://www.ceeol.com/search/article-detail?id=956792>